

The Constitution of the United States of America

Preamble

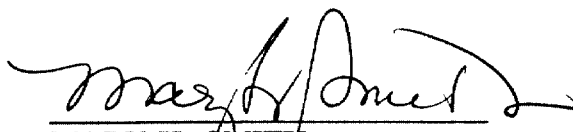
We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, *provide for the common defense*, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.

PREFACE

The Office of the Director of Defense Information has established Project ENTERPRISE to continue the work on the DoD Enterprise Model described in the Interim Management Guidance on Functional Process Improvement (DoD 8020.1-M).^{1/} As made clear in that document, the DoD Enterprise Model is evolving and will continue to be developed as an essential element of the Information Management Program of the Department of Defense.

Project ENTERPRISE will analyze, refine and produce a prototype DoD Enterprise Model by March 1993.

It is important to note that this is a work in progress — a working draft. Readers are encouraged to analyze and evaluate what is presented here; comments are welcome.



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^{1/} *Functional Process Improvement (Functional Management Process for Implementing the Information Management Program of the Department of Defense)*, DoD 8020.1-M (Draft), Director of Defense Information, Office of the Secretary of Defense, August 1992.

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THE DoD ENTERPRISE MODEL

The Department of Defense (DoD), at its most fundamental level, is charged with "providing for the common defense" of the United States of America. The President's *National Security Strategy of the United States* and the Chairman of the Joint Chiefs of Staff's *National Military Strategy of the United States* provide the framework within which the military and civilian plans, programs, and budgets are developed and the missions and activities of the Department are executed.

The context established by these documents has been used to model the major activities of the DoD as an enterprise. The resulting DoD Enterprise Model is the basis for defining, coordinating and integrating DoD missions and functions. It will enable the Department's leaders and managers to better understand and direct their areas of responsibility, and to integrate functional process improvement initiatives within and across functional and organizational boundaries.

1. BACKGROUND

With the end of the Cold War and the increased emphasis on domestic issues, the Department of Defense is undergoing a downsizing and a redefinition of its missions, functions, and institutions. Senior officials in the Department must develop strategies for the 1990s and beyond that will result in greater effectiveness and efficiency in all defense activities. In particular:

- The Defense community must be able to deal with a greater range of global and/or regional threats and challenges, in difficult environments, to achieve warfighting, peacekeeping, and humanitarian objectives.
- The US must have the flexibility and versatility to respond rapidly and effectively to the new spectrum of worldwide missions, alone or in alliance or coalition with global and/or regional partners.
- Defense planners must accept greater risks, while taking new approaches to minimize potential adverse consequences.
- The US must maximize its use of scarce resources and focus on areas where the nation and its allies have a "competitive advantage" over potential adversaries.

- Greater interoperability, flexibility, effectiveness and efficiency must be ingrained in all defense activities, through continual process improvements based on measurable goals.
- Better management practices must be applied across the Department, and continual gains in mission-effectiveness, cost-efficiency, and contribution to national objectives must be integral to all defense activities.
- New methods, technologies, and tools must be brought to bear on defense needs in a timely, cost-effective manner. Defense, like other parts of the US government and industry, must smoothly and rapidly transition into the "Information Age."

The Corporate Information Management (CIM) initiative was established to provide senior leaders with the policies and mechanisms they need to achieve these goals. The CIM concept is to apply principles and practices proven in industry and government in the past decade to the defense challenge. Key principles that CIM promotes include:

- Top-down management of defense improvements from the senior leadership through all echelons to achieve national goals and objectives. This includes application of strategic planning practices within and across major missions and functions of the Department.
- Cross-functional integration of processes, data, and information systems to achieve greater interoperability, flexibility, efficiency, and effectiveness within and across missions and functions.
- Standardization of processes and practices across the Department, where this does not impair military operations.
- The application of functional process improvement methods and tools successfully used in industry to manage continuous cycles of improvement to cost, quality, timeliness, and productivity.
- The introduction of an "entrepreneurial" culture in the defense establishment, consistent with overarching national security objectives.
- Central guidance and direction of information systems development and services, using DoD-wide architectures, standard data elements, and common methods and tools. An integrated, secure, reliable, and efficient defense information infrastructure will provide shared, cost-effective information services to the entire DoD.

2. THE ROLE OF THE MODEL

The DoD Enterprise Model is a critical element in the overall CIM initiative. It is the principal mechanism for the senior leadership to understand their missions and functions, plan and direct improvements from a DoD-wide perspective, and measure overall progress toward established goals.

Until now the Department has had to plan improvements on a function-by-function basis, with only limited ability to achieve cross-functional integration and top-down strategic planning. This has led to "stovepipe" functions and systems that are:

- *lacking in interoperability* — cannot exchange command and control information, or effectively link the battlefield to its support base.
- *slow and inflexible* — cannot be reconfigured rapidly to meet new situations. The inventory of existing assets and capabilities cannot be re-used to capitalize on DoD's enormous investment in people and materiel.
- *wasteful and costly* — do not share common elements, but duplicate them.

This unsatisfactory situation is exacerbated by the lack of a shared picture of the entire defense enterprise, which senior managers could use to integrate their functions and systems. The DoD Enterprise Model begins to correct this deficiency.

The DoD Enterprise Model is a representation of the activities and data of the entire Department needed to accomplish the defense mission, from warfighting to acquisition and logistics support. By managing such end-to-end activities and data from a DoD-wide perspective, defense leadership will be able to identify and eliminate waste, avoid duplication, cut response times, improve quality, and reduce costs. The model embodies top-level processes and standard data interfaces relevant to every DoD major mission and function. It provides a common basis for cross-functional coordination and collaboration.

Major defense missions, functional areas, and their subordinate functional activities can be aligned with the overall defense mission using the Enterprise Model as a common framework. As senior managers plan improvements to their operations, they will use the model to identify specific points where they interact with other parts of the Department. This knowledge will enable them to plan changes in concert with other managers to ensure that they:

- manage strategic changes from a DoD-wide perspective, by measuring the impacts across the Department and selecting globally optimal solutions;
- obtain quality, affordable products and services, when and where needed to perform their individual mission; and
- share common processes, data, and support mechanisms, rather than duplicate them.

The DoD Enterprise Model is not intended to limit management agility. Moreover, it is not monolithic. Functional managers will continue to have the autonomy they need to manage their internal processes with full authority and accountability. However, they will be able to identify common processes, data, and standard interfaces with other functions to satisfy DoD-wide missions, goals and objectives in the most effective and efficient manner.

The DoD Enterprise Model is "organization-neutral" in that it does not assume its activities or data are "owned" by a specific organization or individual under the Secretary of Defense (SECDEF). The senior leadership of the Department assigns responsibility for managing activities and data — this is not a function of the Enterprise Model. Neither organizations nor functional responsibilities are depicted.

3. MODEL CONCEPT AND OVERVIEW

The DoD Enterprise Model is a guiding framework for all missions and functions in the DoD. Each of these missions and functions performs a subset of defense activities to achieve its specific goals and objectives. The Enterprise Model provides a common understanding of all defense activities and data for DoD leaders and managers, enabling them to integrate processes, data, and systems within and across missions and functions.

Figure 1, on the following page, shows the DoD Enterprise Model. The seven mission areas of the Department are aligned with the major activities of the Department. Each mission achieves its end-to-end objectives by participating in and contributing to the four common DoD activities: Establish Direction, Acquire Assets, Provide Capabilities, and Employ Forces. Together, these four activities make up the Defense enterprise.

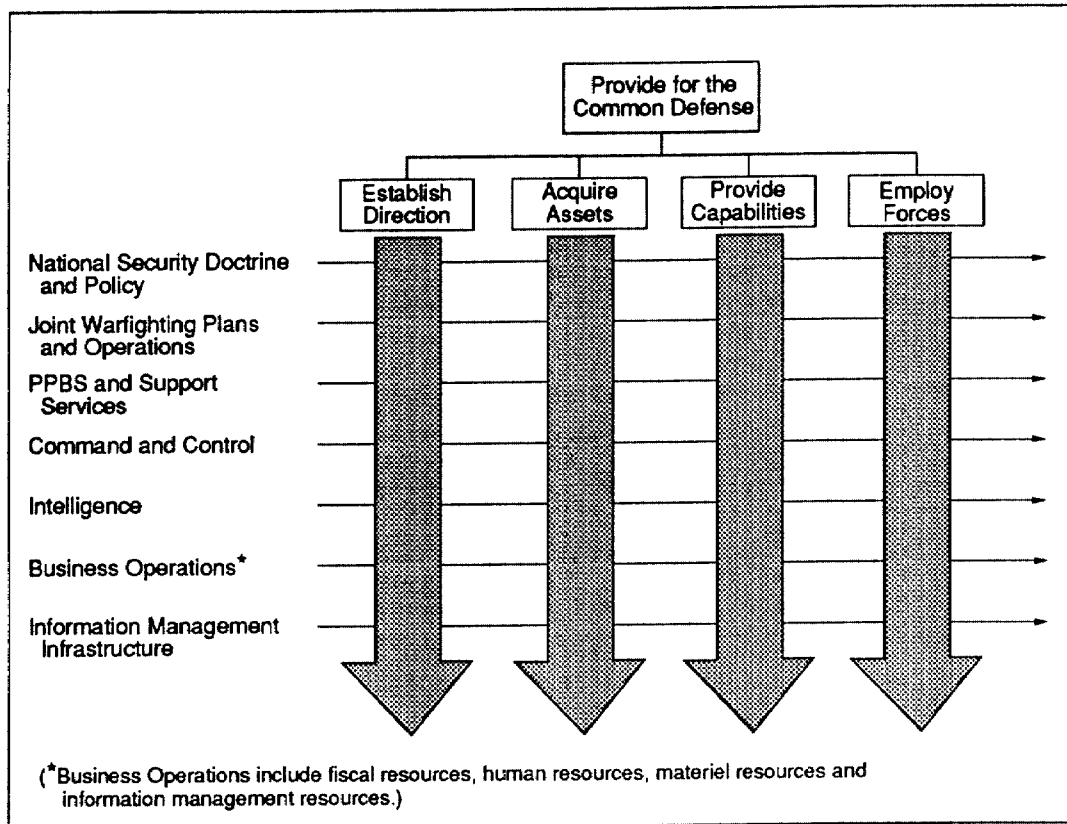


Figure 1. THE DoD ENTERPRISE MODEL

- *Establish Direction:* provides the strategic vision, goals, objectives, policies, strategies, requirements, plans, and programmed resources that are executed in the other three activities.
- *Acquire Assets:* obtains the products, services, and people needed for defense missions.
- *Provide Capabilities:* integrates assets into organizations and units which are developed into ready capabilities to conduct missions and provide infrastructure support in peacetime, transition, and war.
- *Employ Forces:* uses forces to accomplish assigned missions; it is the "bottom-line" delivery of the capability to defend the Nation, keep the peace worldwide, and assist people in need as directed by the National Command Authority.

For example, all missions and functions have an Establish Direction activity. This major activity includes: Establish Policy, Determine Requirements, Develop Plans, and Allocate

Resources. Thus, the Enterprise Model provides a context and a template for all DoD missions and functions. However, each mission and function has specific processes, inputs, outputs, controls, and mechanisms that make it different from other missions and functions. In addition, the model of each mission or function will be developed in a specific context and from a specific point of view. These essential differences are the tailoring and refinement needed to turn the Enterprise Model into a function- and mission-specific model. Appendix E provides additional detail on tailoring and refinement.

The Enterprise Model is built economically and simply. To the extent possible, activities are described in only one place. For example, "position" is described once. This activity includes the peacetime transportation of families and the deployment of forces and cargo into a theater of operations. Positioning, therefore, supports many DoD missions and functions. However, it is not necessary to duplicate the description of the positioning activity in all the places it is used. The reader is asked to visualize many parts of the model "lighting-up" or "firing" simultaneously to accomplish each task. The model can be considered an "ignition harness" to get all the parts of the DoD engine running smoothly together.

The model was designed to be a universal framework for use by different Commands, Services, and Defense Agencies. Therefore, the top-level processes are highly generic and are described in "plain English." This approach avoids confusion over terminology that obscures underlying commonalities in what is being done. Thus, different organizations can find a common meeting ground in the DoD Enterprise Model. They can identify the critical points of interaction between their functions and missions and other DoD functions and missions, and can work to improve their processes as part of the defense team.

The DoD Enterprise Model described in this White Paper consists of the four major activities that together "provide for the common defense" and includes two additional levels of activity model detail. It also provides a DoD Data Model that contains the top-level conceptual data entities needed by the Department. This data model is the basis for developing standard data elements that permit functional activities and organizations to communicate and work together.

Conceptually, the DoD Enterprise Model includes all the activities and data comprising the national defense mission. Over time, senior managers will develop both "as-is" and "to-be" descriptions of their subordinate functions consistent with the DoD Enterprise Model framework. These functional models will be centrally maintained in a DoD-wide library for common access and updates.

4. THE ACTIVITY MODEL

The activities described on the next several pages capture the essence of the DoD Enterprise Model. To gain an immediate overview of the whole model, an executive-level display is contained on the following page. The numbering scheme used on the display and in the text matches the identifiers used in the detailed model graphics and text contained in Appendix A.

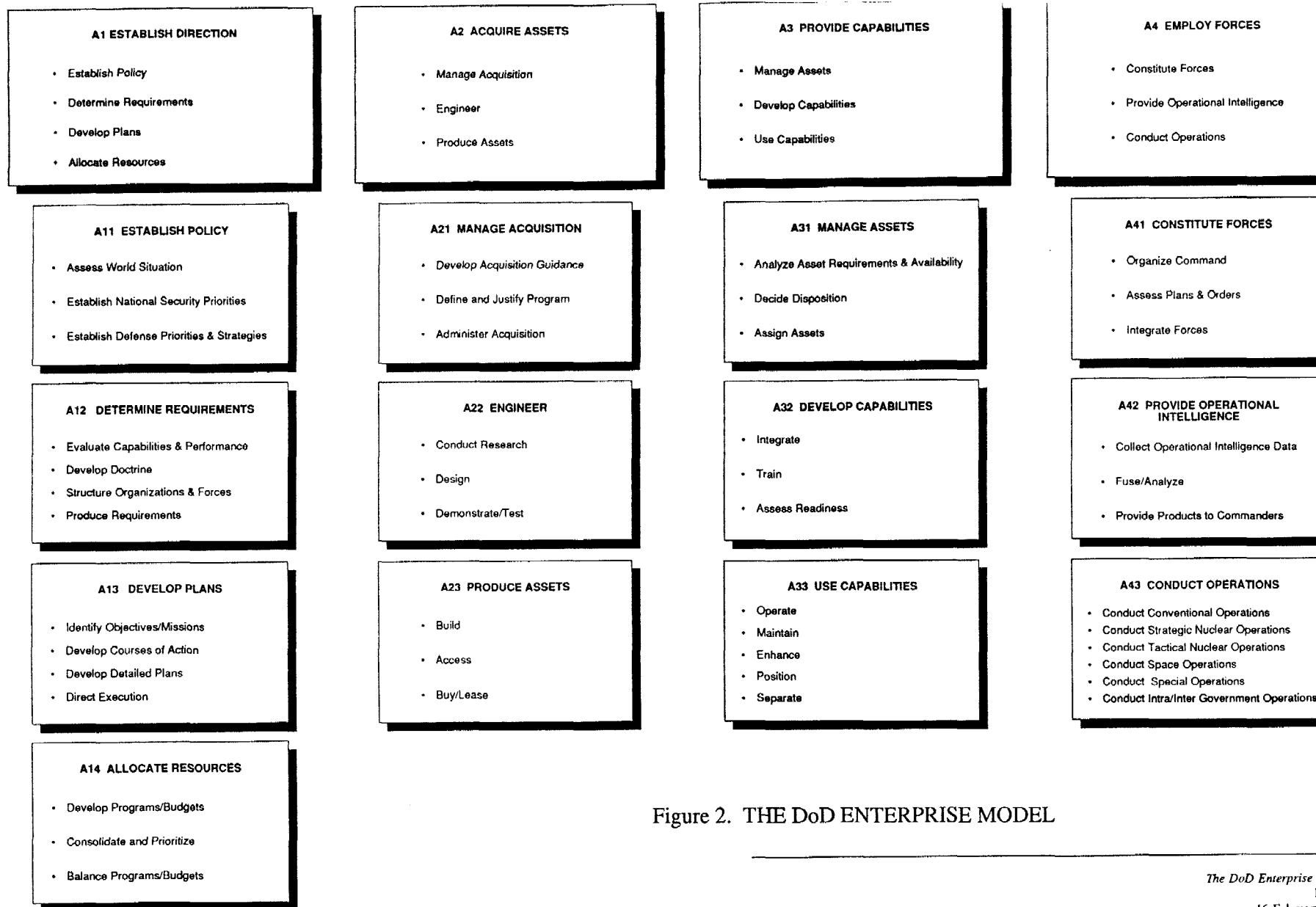


Figure 2. THE DoD ENTERPRISE MODEL

A1 ESTABLISH DIRECTION

ESTABLISH DIRECTION

- Establish Policy
- Determine Requirements
- Develop Plans
- Allocate Resources

This major activity of the defense enterprise establishes the mission, goals and objectives, strategies, requirements, plans, and resources for the Department of Defense. National security interests, developed to be consistent with and support national values and priorities, are integrated into defense policy, guidance, plans and programs.

The national objectives that relate specifically to DoD are provided in the *National Security Strategy of the United States* issued by the President, National Security Decision Directives emanating from the National Security Council, and the *National Military Strategy of the United States* issued by the Chairman of the Joint Chiefs of Staff.

A11 Establish Policy

ESTABLISH POLICY

- Assess World Situation
- Establish National Security Priorities
- Establish Defense Priorities & Strategies

This activity assesses the world situation for threats to peace and welfare, establishes the national security strategy of the United States, and establishes defense priorities and strategies that guide and direct the definition of requirements, development of plans, and allocation of resources within the DoD.

The context for the National Security Strategy and the National Military Strategy is established through the interaction of the Executive Branch — to include the Department of Defense, Department of State, Central Intelligence Agency, National Security Agency, and the Office of Management and Budget — and the Congress.

Global and regional situations are monitored for actual and potential threats to United States interests and goals. Indications and warnings are tracked, and national intelligence assets are re-ordered to focus on specific situations, events, and areas of concern to the National Command

ESTABLISH POLICY

- Assess World Situation
- Establish National Security Priorities
- Establish Defense Priorities & Strategies

Continued

Authority (NCA). Political, economic, and military information is gathered, fused, and analyzed to determine trends, estimate intentions, and assess the capabilities of adversaries. Natural and manmade disasters, terrorist actions, international drug trafficking activities, and civil disorders are closely followed, and their significance to US interests is assessed.

The status and location of US forces and resources are monitored to provide the NCA and military commanders with a reliable, timely understanding of US capabilities, as well as to comply with Congressional reporting requirements and Public Law. Status reporting is increased, as necessary, in crisis and war. Global weather, terrain, and oceanographic conditions are continuously tracked to support operations.

The assessments that result from this activity and "expectations of value" from the world community and the US public are used as a basis for developing national security priorities, goals, and strategies. The defense leadership, through the Secretary of Defense and the Chairman of the Joint Chiefs of Staff, participate in formulation of national security policy by providing advice and counsel relating to military threats, strategic military options, US and allied/coalition capabilities, and risks. National security concerns in the post-Cold-War era include maintaining international order, ensuring American competitiveness, preventing proliferation of weapons of mass destruction, countering international terrorism and drug dealing, and preserving the global environment. Also, the US and the world community are increasingly providing humanitarian help to people in need, in circumstances that require the use of military forces to deliver assistance.

Legislative requirements and statutory programs mandated by Executive and Congressional authorities are integrated into defense guidance (e.g., acquisition regulations). National security policy provides international agreements (e.g.,

alliances and host-nation support), emergency authorities (e.g., for mobilizations), and political-military constraints. The *National Security Strategy of the United States* and the National Security Decision Directives are the top level guidance that emerge from this activity.

The military establishment, led by the Secretary and Chairman, respond to national security guidance by developing global and regional military objectives; preparing, assessing and recommending strategic military options; identifying major missions for the DoD (e.g., deterrence, forward presence); recommending required host-nation support; assessing US capabilities and needs; and generally advising the NCA and the Congress on military matters. The *National Military Strategy of the United States* is produced from this activity.

The senior leadership of the Department develop their strategic vision for the defense establishment to respond to the assessment of the global environment. From this context all policies, regulations, and procedures that govern the Department of Defense are derived. Defense Planning Guidance (DPG) is issued by the SECDEF to guide requirements and planning activities (see below). Subordinate elements of the Department issue guidance for their areas of responsibility.

A12 Determine Requirements

DETERMINE REQUIREMENTS

- Evaluate Capabilities & Performance
- Develop Doctrine
- Structure Organizations & Forces
- Produce Requirements

This activity assesses the actual capabilities of the US, demonstrated by the performance of forces in action and the outcomes of defense programs. As a result of this assessment, deficiencies in the current defense baseline are identified. Opportunities to improve doctrine, force structures, other organization capabilities, and assets (e.g., weapons, people) are analyzed for their suitability and realism. The requirements for modernization, force structure, sustainment and readiness are determined through this activity.

DETERMINE REQUIREMENTS

- Evaluate Capabilities & Performance
- Develop Doctrine
- Structure Organizations & Forces
- Produce Requirements

Continued

At all levels the outcomes of defense activities — operational experiences — are evaluated to determine success or failure. After-Action Reports (AARs) are used to generate lessons learned from operations in the field. For peacetime exercises, force performance is measured against training standards. Resource and management programs that acquire assets and provide support capabilities are also assessed against established goals and metrics. These evaluations are the feedback needed to continually improve the defense activity. They are disseminated to commanders, managers, and analysts to affect policies, doctrine (strategic, operational, and tactical), force structures, unit/organizational training methods and measures, and materiel requirements. Mission Need Statements (MNS) identify capability deficiencies and unmet requirements.

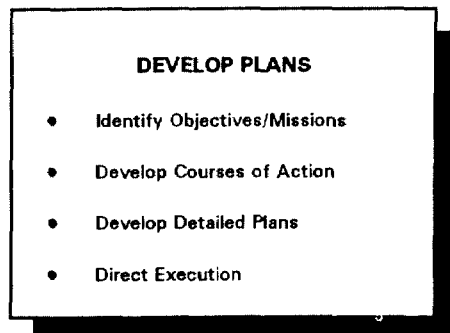
Joint Pub 1, *Joint Warfare of the US Armed Forces*, issued by the Chairman of the Joint Chiefs of Staff, sets the stage for integrating service units into effective joint fighting forces. Nested within joint warfighting doctrine are the Service doctrines for common and unique functions. Potential doctrinal changes are validated for their practicality and suitability to future missions and operational scenarios. The structures and capabilities of defense organizations are aligned with new or modified doctrine and Departmental procedures for support. Commands, Services, agencies, and other organizations working in concert execute DoD warfighting, humanitarian, and support missions.

Force structures provide the core defense capability to conduct operations. Their design evolution involves integrating changes to doctrine, weapons, people, and support, over time, to achieve a "best" balance of operational performance across the full spectrum of anticipated missions. Force structure design is the basis for asset and support requirements. Conversely, the ability to provide the right assets

and deliver support to forces constrains the force structure envelope. In a risk environment, new approaches such as reconstitution offer opportunities to anticipate and avert threats by developing a capability for building-up the force, over time. Other requirements arise from the routine administration of the Department, and enter into resource/management programs.

The Determine Requirements process results in new or modified doctrine, organization structures (including personnel and asset configurations and allowances), and asset requirements (including weapons, people, supplies, and facilities). Materiel and other asset requirements are expressed in terms of operational performance, as well as timing and cost envelopes. Specific capability requirements are defined through Required Operational Capabilities (ROCs), Operational Requirement Documents (ORDs), and other requirements documents.

A13 Develop Plans



This activity develops military plans and resource/management plans within the context of the Joint Strategic Planning System (JSPS) for warfighting plans, and the Planning, Programming, and Budgeting System (PPBS) for resources. All plans of the Department are produced in this activity, based on civilian and military requirements. Conversely, planning generates new requirements and impacts on policy (e.g., determines the limits of policy).

The Goldwater-Nichols Reorganization Act of 1986 (Public Law 99-433) calls for reconciling strategy and military requirements with available resources, thus explicitly recognizing the need for integrating military planning with program planning in a constrained resource environment.

DEVELOP PLANS

- Identify Objectives/Missions
- Develop Courses of Action
- Develop Detailed Plans
- Direct Execution

Continued

Strategic guidance, such as the Joint Strategic Capabilities Plan (JSCP) and the DPG, and assessments of the situation are reviewed by military commanders and Department managers to identify and reconcile missions and objectives. Objectives specify targets against which progress (success or failure) of defense activities are evaluated. Tasking guidance, such as the JSCP and the Warning Order issued by the Chairman of the Joint Chiefs of Staff, establishes the boundaries that constrain planning.

Within tasking guidance, supported and supporting commanders and their staffs develop options and alternative Courses Of Action (COAs) for accomplishing mission objectives. Department managers also develop options for acquiring assets and providing support capabilities. Options are assessed for their suitability, feasibility, acceptability, consistency with Joint Doctrine, and risk. Based on the estimate of the situation, decision-makers review and approve recommended options/COAs and issue detailed planning guidance.

The selected COA becomes the basis for subsequent development of a detailed, executable plan. Forces are assigned for use and apportioned for planning to combatant commands to support their missions in accordance with the JSCP. Organizations that are responsible for planning (e.g., Commands, Services, agencies) source plans with actual units and assets. Allocation is performed within the authorizations established by the next activity, Allocate Resources. Often there are shortfalls in available resources that must be resolved through re-planning, re-allocations, or by programming for new capabilities at successive levels in the planning hierarchy. These shortfalls may, in fact, place limits on forces and doctrine, and can impact policy.

Availability of host-nation support established through treaties and agreements (e.g., NATO, SEATO) is part of the integrated planning,

requirements, and policy process for each scenario. For example, support needs may be fulfilled through programmed US capabilities, mobilization of US assets, or specific agreements with other nations.

Acquisition strategy and plans address the phases and relative timing of development (the acquisition structure), the crucial make or buy decision, ability to produce the asset, economic rates of production, industrial base concerns, costs and risks. These plans are also developed iteratively to form a nested "tree" that ultimately reaches down to service materiel, support and personnel commands, agencies, and contractors.

Develop Plans also produces the plans formulated in response to statutory and legislative requirements and the standards for evaluating plan performance (e.g., occupational safety and health, environmental protection, technology transfer, and survivor's benefits).

Military planning addresses both deliberate and crisis situations. The fundamental difference is in the sequencing, timing, and depth of detail in the planning process. Detailed plans, including Operation Plans (OPLANs), support plans and annexes, and mobilization plans, are usually prepared to meet future contingencies, and "put on the shelf" until needed. Crisis planners may use "on the shelf" contingency plans by tailoring them for the immediate situation.

Exercises are planned to support the JSCP strategy and plans. Typically, an exercise is initiated through a Significant Military Exercise Brief (SMEB), approved by the Chairman, JCS, resulting in a deployment order.

Operation Plans are turned into Operation Orders (OPORDs) that contain the necessary information for execution. The National Command Authority authorizes the Chairman, JCS to issue an Execute

DEVELOP PLANS

- Identify Objectives/Missions
- Develop Courses of Action
- Develop Detailed Plans
- Direct Execution

Continued

ALLOCATE RESOURCES

- Develop Programs/Budgets
- Consolidate and Prioritize
- Balance Programs/Budgets

Order to commanders to initiate operations. Other orders terminate operations. On the resource/management side, planning leads into the programming and budgeting stages of the PPBS, which are described below. Within the overall context of that system, Defense Acquisition Board (DAB) decisions, for example, allow major programs to progress through milestone "gates" if they fulfill planned requirements.

A14 Allocate Resources

This activity includes the Programming and Budgeting phases of the PPBS. The PPBS is the single mechanism to develop funding/authorization levels and force allocations of the Department relative to the capabilities and timing requirements established in the previous activities that respond to the DPG. The Military Departments transmit their proposed resource needs in Program Objective Memorandums (POMs). Commander in Chief (CINC) Integrated Priority List (IPL) requirements are addressed by the Services in the POMs.

The Future Years Defense Program (FYDP) records the resourced position of the Department including each Services' submissions in terms of personnel, equipment, training, and acquisition in support of the National Military Strategy. The FYDP reflects the "best" program balance between current force readiness, institutional modernization, force structure (including size), and ability to sustain current and programmed forces over time.

It is this resourced program that is consolidated into the President's Budget and forwarded along with detailed budgets for the next years to the Congress for approval. Approval to expend monies on specific programs comes through the Defense Appropriation legislation. Quantities of personnel and materiel are approved for specific programs through the Defense Authorization legislation.

The PPBS process provides for a Chairman's Program Assessment (CPA) that assesses the risks inherent in the composite force proposed in the Service and Defense Agency POMs. OSD reviews the Service's POMs and the CPA, and identifies alternatives for those issues where OSD differs with the Service approach. These and other issues are addressed through the Defense Planning and Resources Board (DPRB), resulting in final positions announced via the Program Decision Memorandum (PDM). Revised POMs are then transformed into Service Budget Estimate Submissions (BESs). A DPRB Budget Review culminates in Program Budget Decisions (PBDs) which are incorporated into the Defense Budget.

The resourced position of the FYDP, as approved through the budget and appropriation/authorization process, is documented for execution by the Office of the Secretary of Defense, the Defense Agencies, and Military Departments by the manpower/unit authorization documents (e.g., The Army Authorization Document System (TAADS) for the Army) for battalions/separate companies, ships, and aircraft squadrons. Approved programs and budgets contain resourced operating tempos (OPTEMPOs — such as ship and submarine steaming hours, aircraft and helicopter flying hours, or tactical vehicle miles driven) for peacetime levels of unit training to achieve acceptable levels of unit/force readiness and organizational proficiency. These are the resource positions that fund execution of the next major activities of the enterprise: Acquire Assets, Provide Capabilities and Employ Forces.

A2 ACQUIRE ASSETS

ACQUIRE ASSETS

- Manage Acquisition
- Engineer
- Produce Assets

This major activity of the defense enterprise obtains assets to support requirements, bounded by the resources, timing, and force structures established in the previous major activity, Establish Direction. It manages and administers acquisitions to ensure they adhere to acquisition policy, satisfy program requirements, and meet planned objectives. It conducts research to increase the "state-of-the-art"; designs, demonstrates and tests military solutions; produces products; and recruits/accesses military and civilian personnel.

This activity manufactures military weapons and munitions, buys supplies and services, and accesses individuals. It responds to the legislative requirements and statutory programs directed by Department managers.

Assets are defined as those people, goods, and services for which the Department expends monies and receives civilian and military personnel, materiel items of inventory, and services or some other specified deliverable that will be managed by the Department. For the purposes of this model, assets are defined specifically as: people, materiel (including equipment, supply items, technical publications, software systems), funds, facilities and real estate.

Acquisition of assets involves the detailed reconciliation of requirements to include the assessment of available goods and services, acquisition of technology and developmental items, purchasing, manufacturing, integrating and testing, and any preparation necessary to ensure delivery of a useable asset through the asset distribution systems (e.g., personnel, equipment). Therefore, for example, accession training for military personnel is included in this activity.

A21 Manage Acquisition

MANAGE ACQUISITION

- Develop Acquisition Guidance
- Define and Justify Program
- Administer Acquisition

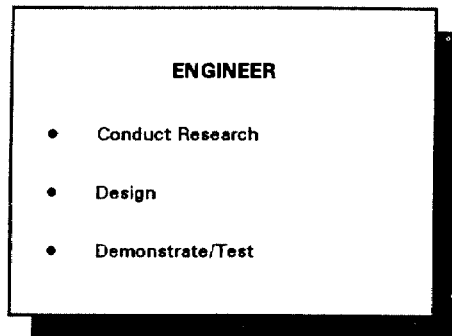
This activity performs the management functions needed to successfully implement approved acquisition programs and plans. It provides the program manager functions of baseline control, contracting and contract administration, and DAB and other oversight preparation/support.

Acquisition guidance controls the day-to-day functioning of the program office, development activities, and contractors. It provides management review, direction, and reporting to ensure that baselines are maintained, issues and problems are identified and resolved, and program performance is reported through the acquisition "chain of command" (e.g., via Selected Acquisition Reports (SAR)).

Acquisition programs remain responsive to user needs, acquisition policy, and DoD standards through continual refinement and definition of requirements, programmatic and technical reviews, and approvals to proceed from one phase of the life-cycle to the next. The results of studies, analyses, and demonstrations/tests are provided by this activity to enable decisions about continuation/termination.

Manage Acquisition performs all contract-related functions. It issues solicitations, accepts and evaluates proposals, awards contracts, and administers contracts in accordance with federal laws and DoD regulations and policies (e.g., the Federal Acquisition Regulations (FAR)). It monitors the delivery of goods and services, approves payments, prepares and transmits bills, and evaluates contract performance. While the goods and services made available through these contracts may be used by the Provide Capabilities activity, the contracts themselves are administered by Manage Acquisition.

A22 Engineer



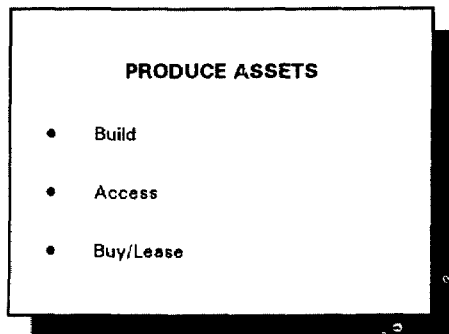
This activity develops military solutions to meet validated mission needs and satisfy user requirements for new or modified asset capabilities — personnel or materiel. It conducts different types of research, performs engineering studies and analyses, demonstrates solutions, and tests and evaluates designs and specifications.

Research includes scientific study and experiments to increase knowledge of the physical, engineering, environmental, and life sciences. It progresses from basic research through exploratory and advanced research to establish the basis for full scale engineering development. Basic research addresses technology and knowledge of potential value to the national security mission. Exploratory development assesses the feasibility and practicality of proposed solutions to military problems short of producing an actual asset. Advanced development produces test assets to prove-out solutions that have potential military applications. Selected programs go through a development phase to reduce the risk associated with technology innovation in a real-world environment. These include Advanced Technical Demonstrations (ATDs).

Engineering is the iterative process of developing designs that specify the form, fit, and function of assets. Alternative designs are assessed to achieve the best balance of performance, supportability, costs, and risk. Total asset requirements are addressed, including equipment, materiel, facilities, people, and life-cycle support. Manufacturing requirements are considered in the design process to ensure the ability to produce assets. Resource availability, e.g., the labor pool, is also a key factor in sound designs. The health of the industrial base and US competitiveness and ability to reconstitute are integral to the engineering process.

Demonstration and test is the major control mechanism of the Acquire Assets activity. Acquisition programs advance from one phase to the next, and qualify for major new funding increments, by achieving management and oversight thresholds, verified by testing and evaluation. In the case of selected program designs, prototypes are produced and demonstrated. These can be refined until judged ready for production or program termination.

A23 Produce Assets



This activity involves the actual building/manufacture, employment through recruiting (accession), or buying/leasing of assets to include all activities typically associated with bringing new personnel, materiel items, real estate/facilities, or services into the inventory (e.g., first destination transportation of materiel items by the vendor from source of acquisition to point of DoD distribution is included). This activity also includes preparing assets for distribution to include any actions necessary to ensure minimum essential asset usefulness at the point of receipt (e.g., providing all military personnel with initial entry training to produce useful officers and enlisted personnel).

The Build function manufactures, constructs, and assembles assets. The process itself may be conducted by the government or industry, or both. Sub-functions include the staging of materiel and other resources, set-up, fabrication, assembly, and quality control of the process and the product.

Access is the function that enlists the skills and services of people to satisfy the DoD mission. It includes the recruiting of military personnel and the employment of government civilian personnel. In order to obtain a minimally useful individual, all basic training and initial orientation are included in this function.

PRODUCE ASSETS

- Build
- Access
- Buy/Lease

Continued

Buy/Lease is the function that obtains commercially available goods and services for the Department. It does not duplicate the contract management functions described under Manage Acquisition. Rather, it evaluates the adequacy of commercial products and services against government requirements and standards, accepts delivery of assets, and evaluates the performance of commercial items and services as they are used in the Department.

A3 PROVIDE CAPABILITIES

PROVIDE CAPABILITIES

- Manage Assets
- Develop Capabilities
- Use Capabilities

This major activity manages the total asset inventory of the DoD (active and inactive military personnel, goods, and services); develops the capabilities and infrastructures needed for support activities; readies force and support units; and provides routine/peacetime and mission support including the mobilization, deployment/re-deployment, and sustainment of forces.

Supporting Commands, the Services, and Defense Agencies perform support functions such as supply, maintenance, and transportation, at fixed sites in CONUS and abroad, and in the field, to achieve peacetime readiness, power projection, and operational objectives.

A31 Manage Assets

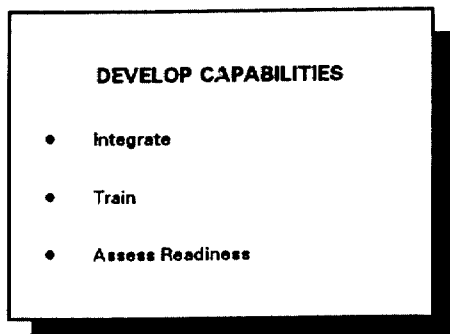
MANAGE ASSETS

- Analyze Asset Requirements & Availability
- Decide Disposition
- Assign Assets

This activity controls the allocation of all assets within the Department to organizations, units, or to specific inventories. Personnel and materiel assets are assigned to units and organizations in accordance with peacetime and mobilization authorization/distribution plans and the disposition of the asset to be maintained, enhanced, positioned or separated. Departmental-level asset managers will interact with subordinate elements to ensure optimum assignments within the constraints of available assets, replenishment capabilities, and authorized levels of unit/inventory fill.

The same approach is used for funds allocation throughout the Department, through the mechanisms of executing command operating budgets, funds authorization, and execution reporting. Depending on organization type, services may also be assigned. Assets may be assigned to active or reserve units or to inactive status (e.g., Individual Ready Reserve, standby, or retirees for personnel) or earmarked for positioning or separation.

A32 Develop Capabilities



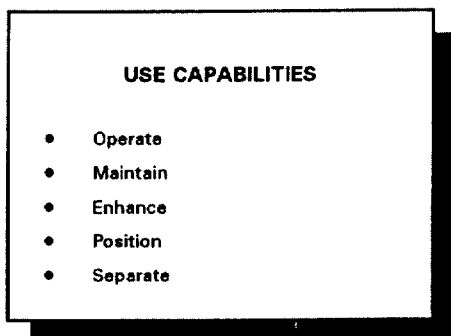
This activity entails the assembly, training, and evaluation of personnel and materiel assets into civilian and military units and organizations that provide capabilities used to deter and wage war.

Integrate involves forming organizational elements from individual military and civilian personnel and materiel items that have been assigned or distributed to units. It involves the integration of personnel and equipment within the command structure of a unit or organization and imbuing those individuals with the spirit and cohesion necessary to perform a specified organizational mission.

Train involves conducting the annual training program to maintain organizational proficiency. The training program is focused on those tasks, conditions, and standards used to define and evaluate organizational/unit skills essential to performing assigned missions or functions.

Assess Readiness involves the evaluation of unit/organizational asset status and proficiency to accomplish assigned missions. It usually includes an objective measurement of asset status, a subjective assessment by commanders of the unit's ability to perform the mission, and the reporting, tracking, and monitoring of that status through the Joint Reporting Structure and the Service support systems.

A33 Use Capabilities



This activity involves the sustainment of people, goods and services necessary to operate the sustaining base, and maintain, enhance, position, and separate assets. These activities involve the national and local level actions necessary to conduct and evaluate each of these functions in peacetime and in war.

Operate includes all the activities needed to run support capabilities (i.e., the sustaining base). For example, it includes the routine (day-to-day) operation of bases, depots, data processing installations (DPIs), central design activities (CDAs), commissaries, systems (e.g., Worldwide Military Command and Control System (WWMCCS)), and other infrastructures. Operate includes those actions necessary to feed, pay, clothe, shelter, or inform DoD civilians, military personnel; and the extended dependent population on a routine basis; to store materiel items of supply; to administer real property; and to provide necessary services in support of these activities, to include financial management activities, post exchange and commissary functions, and other direct and indirect functions associated with routine base or garrison activities.

Maintain includes the maintenance and repair of materiel items and systems (to include automation systems) through depot-level maintenance; the healing of sick/wounded personnel and caring for their dependents through dispensaries and medical clinics/hospitals; and the maintenance and repair of facilities and real estate.

Enhance includes the post-accession individual training for skill progression and career advancement at the service branch schools and colleges/universities. It includes the refurbishment and modification of materiel items that result in enhanced capabilities and changes to facilities that also improve functionality. As a result of this activity, personnel gain skill qualifiers and materiel items change functions/capabilities.

Position includes all actions necessary to deploy assets and units from their peacetime stations to designated mission/exercise locations. The actual exercise or operation is conducted in the next major activity, Use Forces. Typically, positioning of assets involves both inter- and intra-theater

USE CAPABILITIES

- Operate
- Maintain
- Enhance
- Position
- Separate

Continued

transportation/lift (ground, sea, or air). Position also entails all actions necessary to recover and account for all forces and assets once an operation/exercise has been concluded, to include the redeployment or retrograde of materiel and personnel from missions and areas of operation. This activity also involves the recurring peacetime movement of individual assets for unit replacement, sustainment, or separation, including moving service members, their families, and household goods.

Separate includes all actions called for by Department or other government regulation to support separation from US government control and accountability. This includes routine peacetime or demobilization actions related to active and inactive inventories of personnel, materiel, facilities, and real estate (e.g., foreign military sales, demilitarization of munitions, environmental clean-up, and one-time benefit assignments associated with death and disability).

A4 EMPLOY FORCES

EMPLOY FORCES

- Constitute Forces
- Provide Operational Intelligence
- Conduct Operations

This major activity of the enterprise encompasses all the actions associated with executing NCA decisions and orders within the context of the National Military Strategy. Main elements of the strategy include: forward military presence, crisis response, and strategic deterrence and defense.

All plans and orders are developed and issued in the first activity of the enterprise, Establish Direction. In this activity, operations are conducted to execute the assigned missions of the Department when called upon by the President in times of peace, crisis, warfighting, war termination, and reconstitution after an operation. They are usually invoked in sequence from a warning order (initiates planning in the first major activity), to an operations order (which initiates the OPLAN and associated deployment orders), and finally to an execute order (which commences operations). Exercises are usually undertaken at the direction of an authority below the NCA.

A41 Constitute Forces

CONSTITUTE FORCES

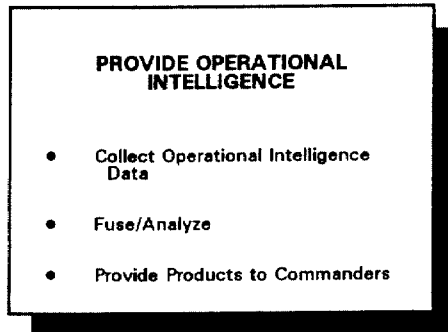
- Organize Command
- Assess Plans & Orders
- Integrate Forces

This activity involves organizing a command or task force, and the assignment of units based on assigned tasks. In some cases, units are already assigned, and this activity involves the change of command assignment of organizations allocated to the operational command structure of a supported Commander in Chief (CINC), Joint Task Force commander, or other combatant commander within an assigned Area Of Responsibility (AOR).

This activity also involves the assessment of plans, orders, and Rules Of Engagement (ROE) and the status of plan execution. Of particular importance is the arrival and integration of assigned units into the AOR as prescribed by the plan and as they are being deployed through the positioning activity, described earlier.

Integration of units from multiple services results in a joint force, and integration of units from other countries results in a combined force. The combined force may include both allied and coalition forces.

A42 Provide Operational Intelligence



This activity identifies specific requirements for managing operational intelligence, collects raw intelligence from a variety of sources, fuses and analyzes the data, and distributes finished intelligence products to commanders, when, where, and in the form needed to support operations in the field.

Specific requirements for intelligence information are identified prior to and during operations. These include the enemy order-of-battle, intentions, facilities and installations, civilian populations, operational environments, and damage assessments. Intelligence capabilities at the national and theater levels are focused on the specific needs of the theater commanders.

Various collection assets are employed at the national and theater levels to gather human, communications, signal, and imagery data (raw intelligence). This data is fused and analyzed to produce finished intelligence products useful to commanders. Different sources are compared to evaluate estimates of the emerging situation until a level of certainty is reached.

Finished intelligence products, including assessments and data necessary for conducting operations (e.g., targeting information) are provided to commanders in a timely and secure manner. Different media are used to present the information to maximize its utility.

A43 Conduct Operations

CONDUCT OPERATIONS

- Conduct Conventional Operations
- Conduct Strategic Nuclear Operations
- Conduct Tactical Nuclear Operations
- Conduct Space Operations
- Conduct Special Operations
- Conduct Intra/Inter Government Operations

This activity involves the conduct of major training exercises and operational missions. Exercises take place within the context of joint employment force structures and chains of command, and can include wargaming and simulation. This activity involves the evaluation of force readiness or organizational proficiency through tests and exercises to include field/fleet, command post, and deployment exercises.

Operational missions are initiated by the NCA and involve executing the approved concept of operation and scheme of maneuver and fires (if applicable) embedded in the OPLAN, to include all the nested concepts developed and executed by subordinate commanders to achieve the mission objectives of the plan. There are attendant departmental/agency consequences in terms of increased workloads and other mobilization effects that are also captured in this activity.

Activities in this area are sometimes initiated at the direction of the President in concert with the Domestic Policy Council, and sometimes with the Governors of the States and Territories. This activity can involve the use of federal and National Guard forces to provide assistance at times of national disaster, to support federal, state and local infrastructure initiatives, and to control domestic violence.

5. THE DATA MODEL

The DoD Data Model constitutes the data component of the overall DoD Enterprise Model which joins process and data into one cohesive and coherent frame of reference. The fundamental objective of the DoD Data Model is to provide the basic data architecture for effective data administration across the Department. As such, it will be the cornerstone of the DoD Data Administration Program. Specific objectives include:

- provide the DoD data structure needed to establish responsibilities for shared data;
- serve as the basis for DoD standard data elements;
- maximize the utility, integrity, and cost-beneficial sharing of data that facilitates cross-functional integration of DoD activities;
- assist data stewards in resolution of cross-functional data sharing issues;
- serve as an integration vehicle for functional area and component data models; and
- guide migration of existing data to new shared data structures.

The Data Model was developed in conjunction with the activity modeling, through comprehensive analysis of the Activity Model — the inputs, controls, outputs, and mechanisms of the individual activities — and a thorough review of the fundamental guiding documents for that model and the Department. As mentioned earlier, the *National Security Strategy of the United States* and the *National Military Strategy of the United States* set the context for the Enterprise Model. Additionally, attention was given to the US Code, especially Title 10, *Armed Forces*.

It was through these analyses that strategic entities and their relationships, which reflect and support DoD missions and functions, and begin to reflect the DoD data architecture, were derived. Further analysis was applied to begin to identify underlying details of these entities, such as subtypes and attributes. The DoD Data Model will be extended down to the level of data elements or attributes and relationships, in concert with the definition of more detailed DoD activities. The enterprise-wide integration process described in Appendix E of this paper will apply to data as well as activities. This integration process is fully consistent with the

procedures provided in DoD Directive 8320.1, "DoD Data Administration" and DoD Manual 8320.1-M-1, "Data Element Standardization Procedures."

The DoD Enterprise Model can be viewed as consisting of twelve strategic data entities shown in Figure 3 as "data buckets." Each high-level data entity represents a corresponding data requirement from the high-level Activity Model. The strategic entities are divided into two categories: assets and concepts. Subtopics in each entity subject are shown inside that "data bucket."

- Assets are the basic data "ingredients" or data "building blocks." They are the concrete things that we touch, feel, or manipulate on a daily basis. Assets include people, materiel, facilities, real estate, and funds.
- Concepts are more abstract or complex classes of data. They represent the "recipes" for constructing complex ideas from simple or primitive data "ingredients."

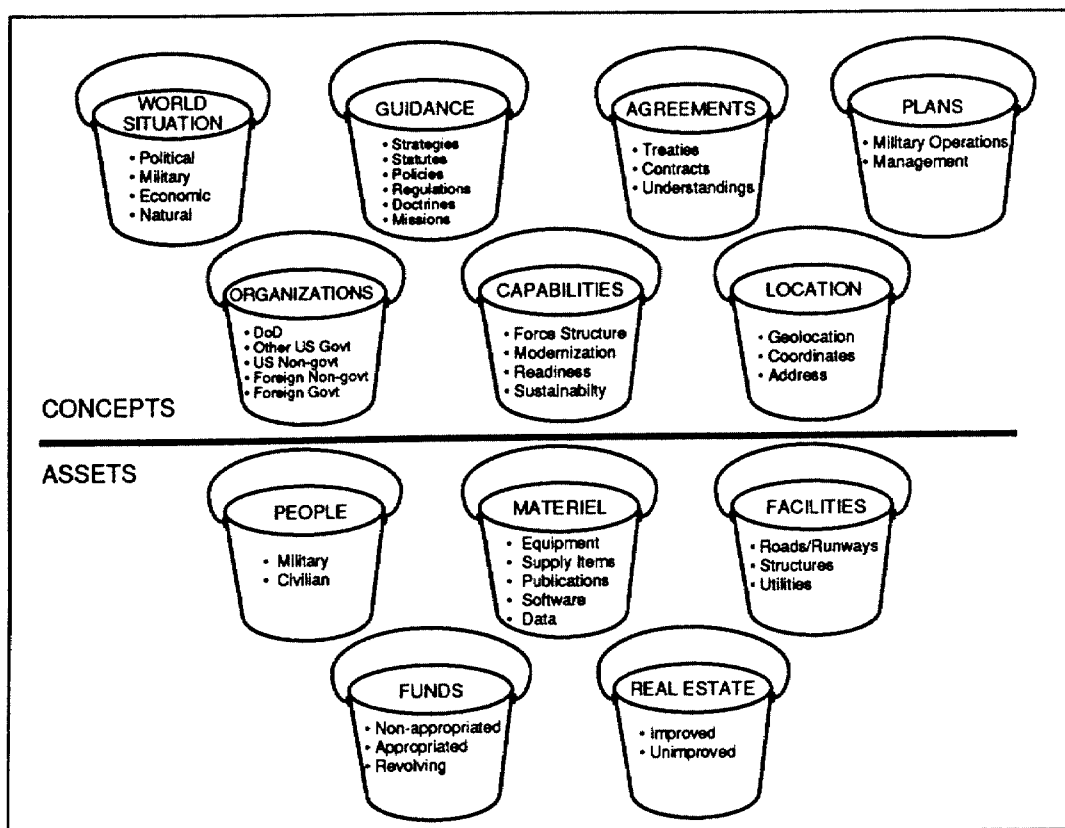


Figure 3. CANDIDATE STRATEGIC LEVEL ENTITIES

Figure 4 reflects the strategic level relationships of the entities as derived from the Activity Model. The definition of each entity is given in terms of its interrelationships with other strategic entities.

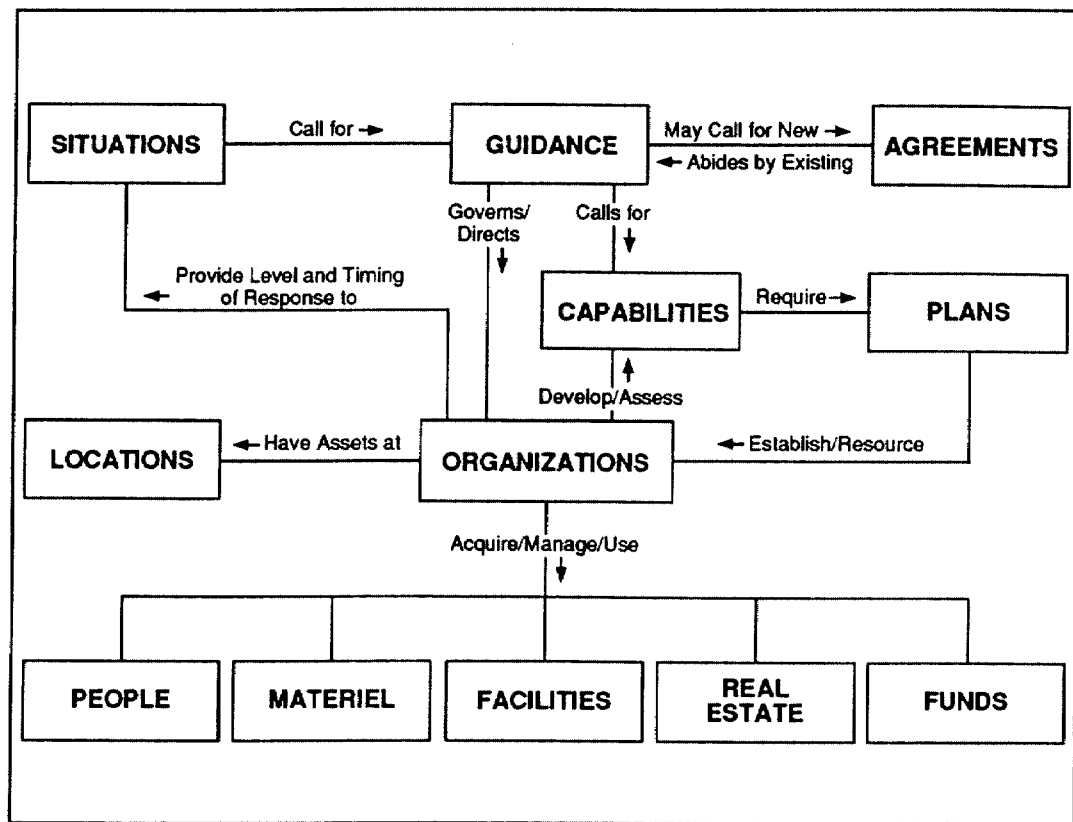


Figure 4. STRATEGIC LEVEL RELATIONSHIPS

■ World Situation

This entity includes political, military, economic, and natural events or conditions throughout the world which individually or collectively require an appropriate level and timing of response to provide for the common defense. In order to provide the appropriate response, SITUATIONS call for GUIDANCE.

■ Guidance

This entity consists of the necessary strategies, statutes, policies, regulations, doctrines, and missions required to appropriately meet the WORLD SITUATION. To the extent possible, GUIDANCE is developed in advance of events which could trigger a defense response (warfighting, peacekeeping, humanitarian). AGREEMENTs that are in place constrain GUIDANCE. GUIDANCE evolves from strategies into required

CAPABILITIES that in turn direct the development of specific PLANS. The GUIDANCE used to describe required CAPABILITIES will also be provided to govern or direct ORGANIZATIONs to provide the level and timing of responses to SITUATIONs.

- Capabilities

This entity is developed based on GUIDANCE derived from assessments of the WORLD SITUATION. The required CAPABILITIES called for in high-level GUIDANCE are brought into being through the development and execution of related PLANS. CAPABILITIES are ultimately realized in ORGANIZATIONs through the compilation and application of resources. The status and LOCATION of ORGANIZATIONs and resources are monitored and their CAPABILITIES assessed continually to provide a reliable, timely understanding of US defense CAPABILITIES.

- Agreements

This entity represents, among other things, the cooperative infrastructure necessary to mobilize U.S. resources and those of alliance or coalition partners. Treaties are the most formal examples of AGREEMENTs for this purpose. In some cases, new or revised GUIDANCE may require new AGREEMENTs to be formed; while in other cases, GUIDANCE must be formulated in compliance with existing AGREEMENTs. Contracts and understandings are also examples of administrative AGREEMENTs that apply to industry as well as DoD. Recently, United Nations Resolutions have been used to provide direction and form coalitions.

- Plans

This entity is developed to achieve required CAPABILITIES based on general and specific GUIDANCE. As mentioned earlier, the President's *National Security Strategy of the United States* and the Chairman of the Joint Chiefs of Staff's *National Military Strategy of the United States* provide the highest framework for the development of civilian and military PLANS. The *Defense Planning Guidance* provides resource constraints and leads to the *Joint Strategic Capabilities Plan*, which apportions projected CAPABILITIES for use in developing military operation PLANS. Operational scenarios anticipating the changing and volatile WORLD SITUATION are developed with appropriate PLANned levels of response. ORGANIZATIONs are established and resourced by these PLANS to provide the appropriate time and level of response to include warfighting and support activities.

■ Organizations

This entity acquires, manages, and uses the appropriate PLANned assets (also strategic data entities)

- PEOPLE
- MATERIEL
- FACILITIES
- REAL ESTATE
- FUNDS

and prepares and positions those assets in the proper LOCATION to be ready to respond to GUIDANCE driven by the WORLD SITUATION. Specific GUIDANCE, such as an operation order, directs the actions of ORGANIZATIONs to provide the appropriate level and timing of response to the WORLD SITUATION. In anticipation of such tasking, ORGANIZATIONs continually monitor, assess, and report their CAPABILITIES.

■ Location

This entity is critical to ORGANIZATIONs and to positioning their assets for employment in response to a WORLD SITUATION.

Figure 5 is an example of an activity view (Access — which involves the recruiting and qualifying of people) of the Enterprise Data Model. This activity subset of the Activity Model and corresponding view of the Data Model are presented side-by-side to show the general approach to harmonize the activity and data requirements. This approach will be followed in the continuing development of the Enterprise Model until all high-level activities and data requirements have been identified and correlated.

Statement: Acquire people, including the provision of basic training.

Activity Analysis

Based on personnel standards and specifications and program guidance, this activity acquires people against specific standards and then qualifies them to become assets with operational experience for assigned mission areas in the Department of Defense. Each mission area may represent opportunities to modify specifications, methods and options to qualify human resources to meet constantly changing guidance and specifications.

Data Analysis

This activity focuses on obtaining a PERSON to fill a POSITION or billet. Accessing people in DoD may result in hiring a PERSON as a CIVILIAN or MILITARY member. Candidates may originate from outside the government (the private sector civilian population) or from within the federal government, or as current DoD employees (civilian or military) seeking advancement or change. To be considered qualified, the SKILLS of each PERSON applying must be matched to the SKILL set required by the POSITION. Under certain circumstances, such as initial entry, civilian or military personnel may be admitted to DoD as trainees or interns and then trained to meet the minimum skill requirements to fill a position within a line ORGANIZATION or unit. As official GUIDANCE, the accession action must follow the civilian personnel regulations of OPM or the military personnel regulations of the Service or Agency doing the hiring. Each POSITION may require many SKILLS which must be tracked, grouped, and changed as appropriate, and each PERSON may have several different SKILLS which must also be tracked, may be improved, and if so must be changed to take advantage of improving PERSON SKILLS as matched with POSITION SKILL set requirements.

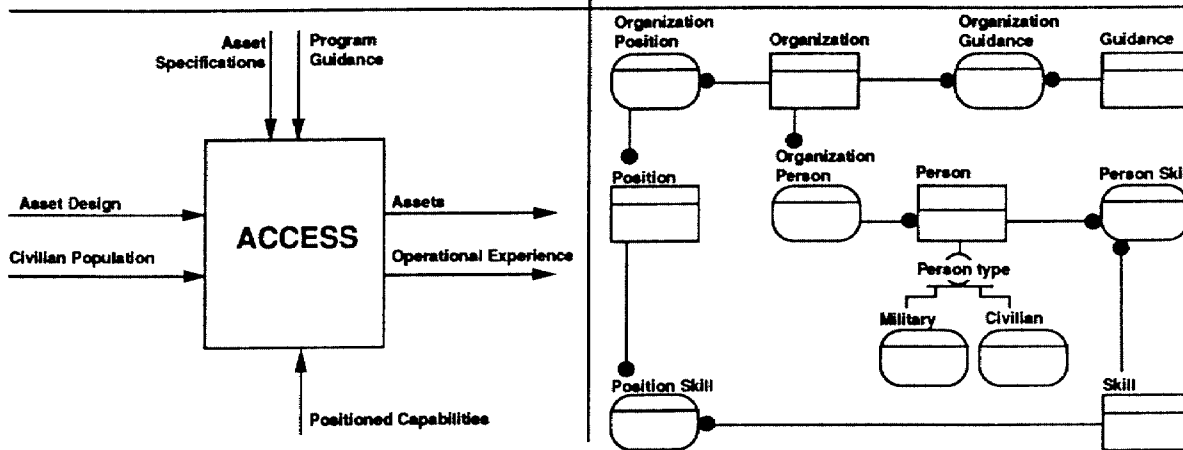


Figure 5. EXAMPLE ACTIVITY AND DATA VIEW

6. GLOSSARY OF COMMON TERMS

A select set of terms is used throughout this description of the DoD Enterprise Model. These common terms are defined on the next two pages to assist readers in clarifying meaning and intent.

- **Data**

Representation of facts, concepts, or instructions in a formalized manner suitable for communication, interpretation, or processing by humans or by automatic means. Any representations such as characters or analog quantities to which meaning is, or might be, assigned. (Source: DoDD 8320.1)

- **Data Entity**

An object of interest to the enterprise, usually tracked by an automated system. (Source: NBS Special Pub 500-149)

- **Enterprise**

The highest level in an organization — includes all missions and functions. (Source: DoD Technical Architecture Framework for IM, Version 1.1)

- **Enterprise Model**

A high-level model of an organization's mission, functions, and information architecture. The model consists of a function model and a data model. (Source: DoD Technical Architecture Framework for IM, Version 1.1)

- **Entity**

Anything (person, place, thing, event, or concept) about which information is stored in a database. In a conceptual schema language, any concrete or abstract thing of interest, including associations among things. (Source: FIPS Pub 11-3)

- **Function**

Appropriate or assigned duties, responsibilities, missions, tasks, powers, or duties of an individual, office, or organization. A functional area (e.g., personnel) is comprised of one or more functional activities (e.g., recruiting), each of which consists of one or more functional processes (e.g., interviews). (Source: DoDD 8000.1)

- **Modeling**

Application of a standard, rigorous, structured methodology to create and validate a physical, mathematical, or otherwise logical representation of a system, entity, phenomenon, or process. Process improvement modeling defines and documents the current ("as is") and desired future ("to be") processes and information requirements of a functional activity. Two types of process improvement models are:

Activity Models (or Process Models)

Models of the processes that make up the functional activity showing inputs, outputs, controls, and mechanisms through which the processes of the functional activity are (or will be) conducted.

Data Model

A description of the organization of data in a manner that reflects the information structure of an enterprise. Models of the entity definitions, attributes, relationships, and the integrity constraints through which the information created and used by the functional activity is managed, and from which standard data are created. (Source: Draft DoDI 8020.1)

APPENDICES

A. The Activity Model

This appendix contains the DoD Enterprise IDEF0 activity model diagrams and supporting text.

B. Activity Model Glossary

This appendix lists definitions of all terms used in the IDEF0 model in Appendix A.

C. The Data Model

This appendix contains the DoD Enterprise IDEF1X data model.

D. Data Model Glossary

This appendix list the definitions of entities used in the IDEF1X data model in Appendix C.

E. Managing the Enterprise Model

This appendix describes how the Enterprise Model will be managed within the Department of Defense.

F. References

This appendix contains the principal references used to establish, analyze, and evaluate the DoD Enterprise Model.

G. Comments

This appendix contains the Point of Contact and organization address to which all comments should be submitted.

APPENDIX A
THE ACTIVITY MODEL

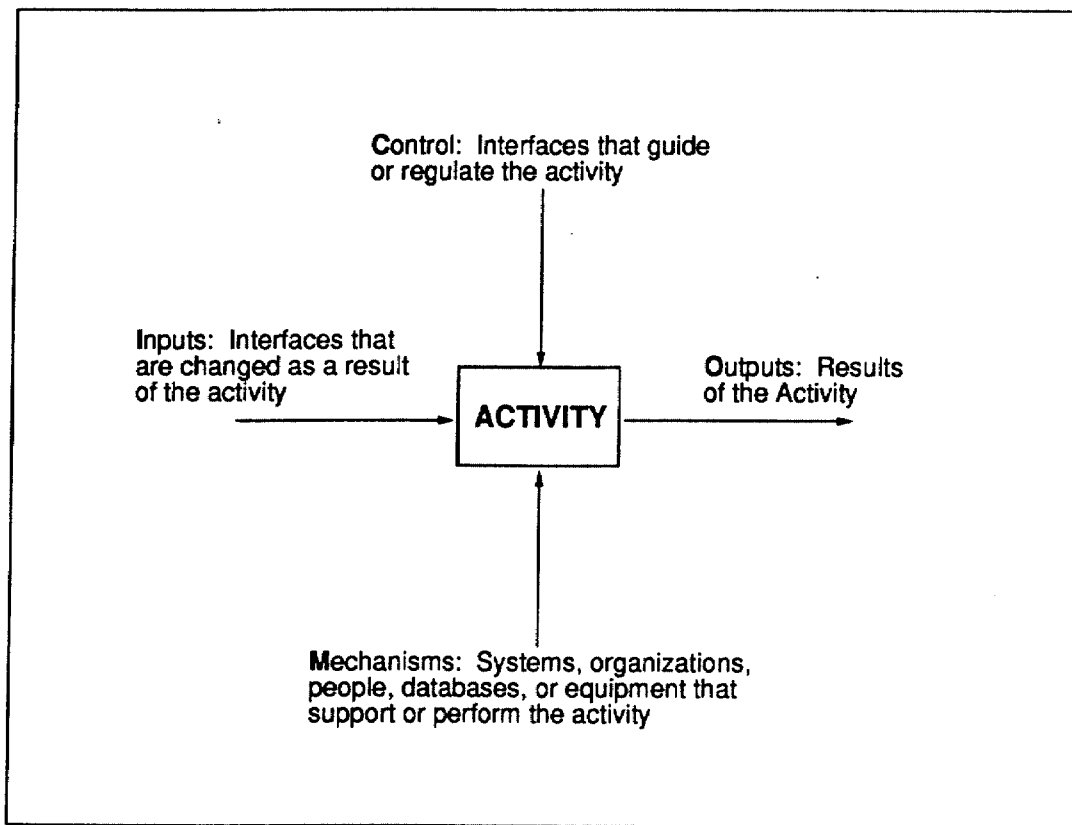
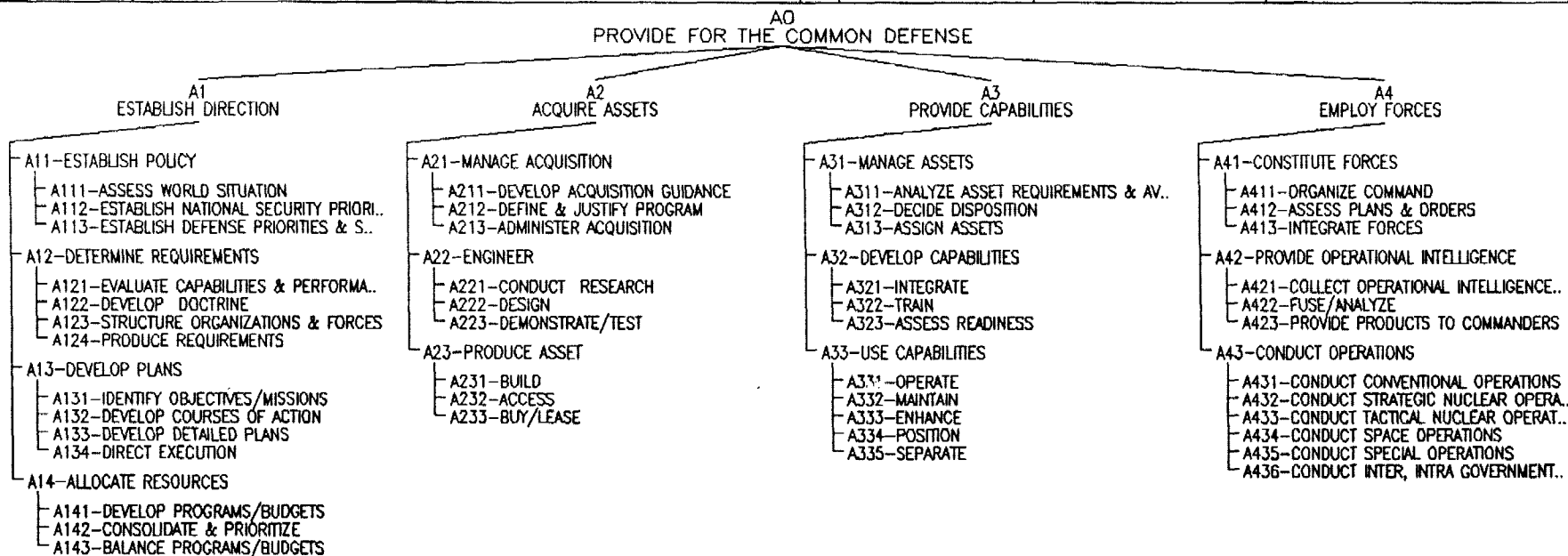


Figure A-1. AN IDEF ACTIVITY MODEL

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<p>A-0 Provide for the Common Defense</p> <p>The PROVIDE FOR THE COMMON DEFENSE "As-Is" Enterprise model presents a concise view of the activities and processes that are currently being performed to support the Department of Defense (DoD) in the satisfaction of its mission to safeguard the national interests and objectives of the United States of America.</p> <p>This model is intended to provide the framework for identifying, analyzing, and implementing simplified, streamlined and re-engineered process changes to globally and interdependently optimise the way the DoD performs its business activities in the future. This model is expected to serve as an integrating context model for all models developed in more levels of detail.</p> <p>This model has been constructed from the viewpoint of the Secretary of Defense (SECDEF) who, in his position, has the requisite power and authority given to him by the President, within the constraints of Executive and Congressional mandates, to develop the necessary Defense policy, guidance, assets and forces, which together will provide a level of response to current and future world situations that enable the DoD to successfully perform its mission.</p>							
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A0 Provide for the Common Defense

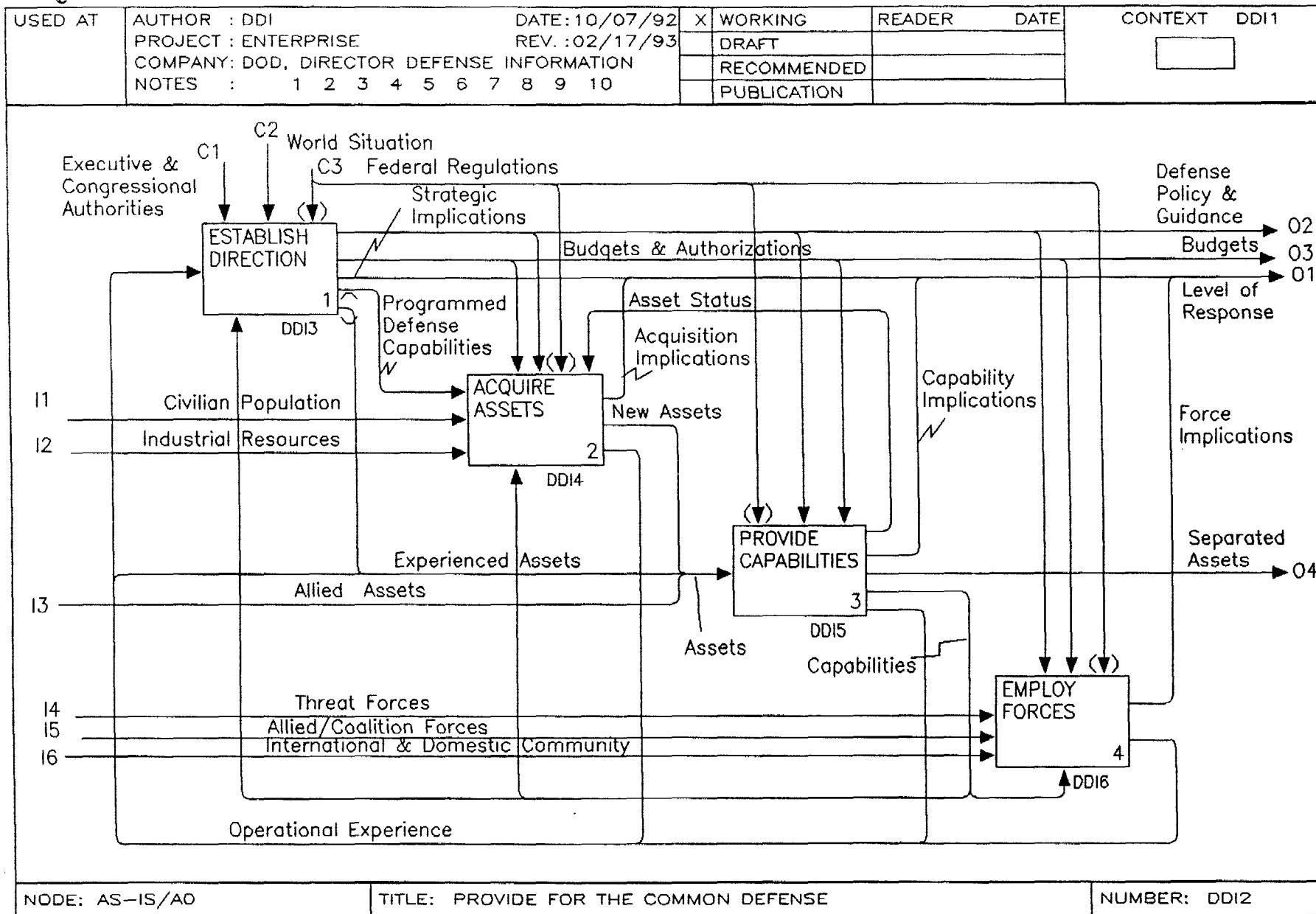
The DoD Enterprise Model consists of four major activities. Together, these four activities make up the Defense enterprise.

- Establish Direction: provides the strategic vision, goals, objectives, policies, strategies, requirements, plans, and programmed resources that are executed in the other three activities.
- Acquire Assets: obtains the products, services, and people needed for defense missions.
- Provide Capabilities: integrates assets into organizations and units which are developed into ready capabilities to conduct missions and provide infrastructure support in peacetime, transition, and war.
- Employ Forces: employs forces to accomplish assigned missions; is the "bottom-line" delivery of the capability to defend the nation, keep the peace worldwide, and assist peoples in need as directed by the National Command Authority.

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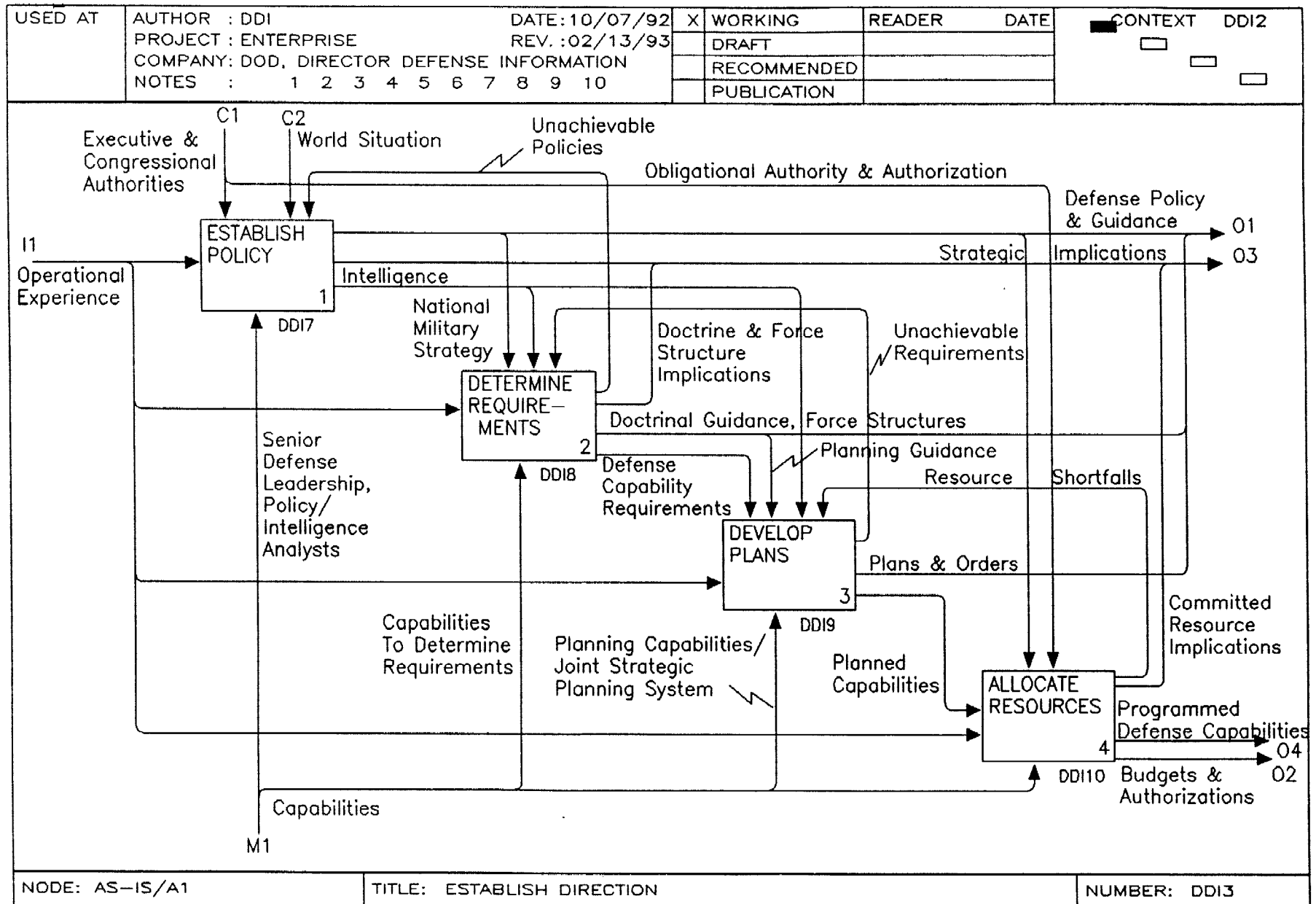


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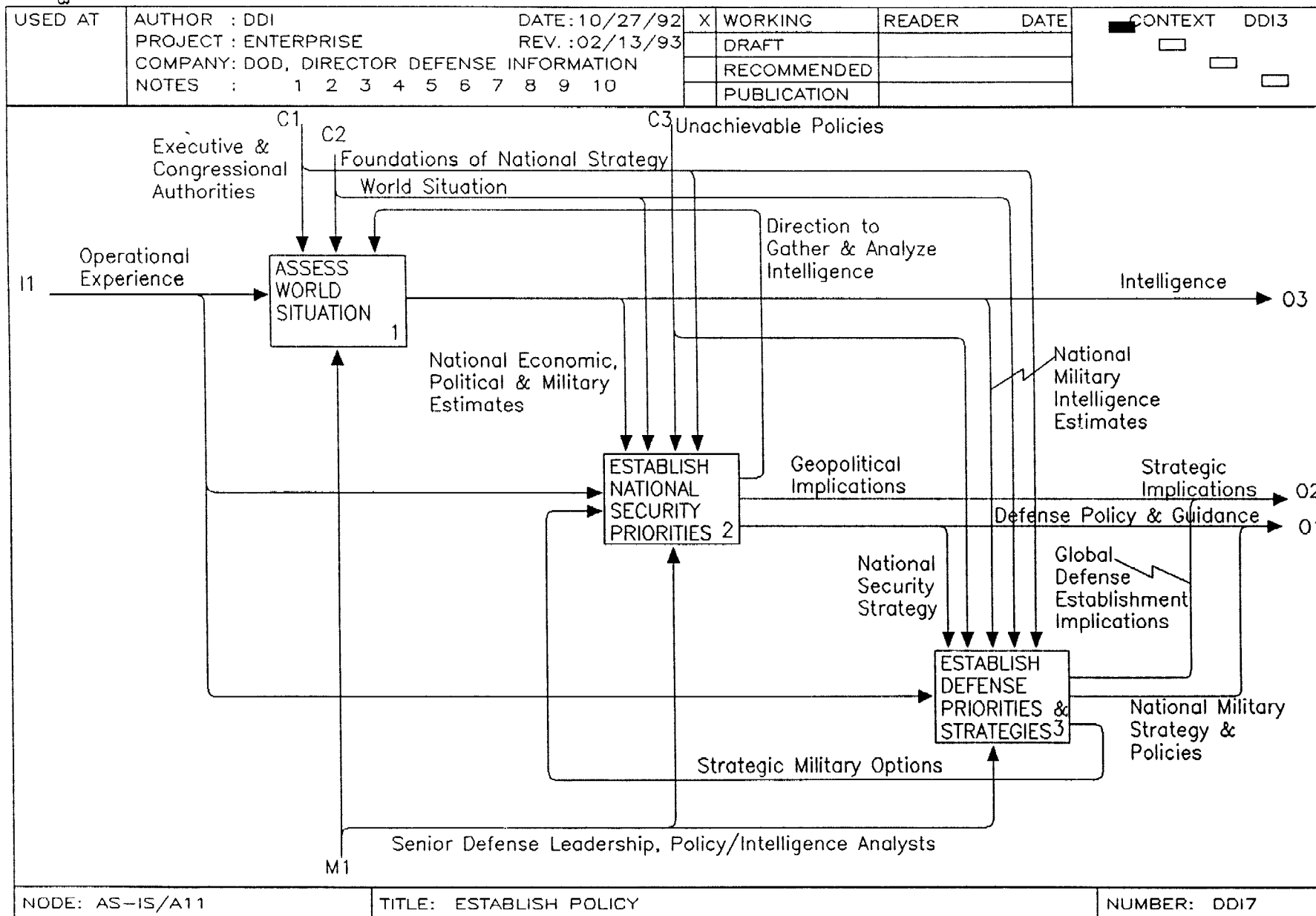
TITLE: PROVIDE FOR THE COMMON DEFENSE

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<p>A1 Establish Direction</p> <p>This major activity of the defense enterprise establishes the mission, goals and objectives, strategies, requirements, plans, and resources for the Department of Defense. National security interests, developed to be consistent with and support national values and priorities, are integrated into defense policy, guidance, plans and programs.</p> <p>The national objectives that relate specifically to DoD are provided in the National Security Strategy of the United States issued by the President, National Security Decision Directives emanating from the National Security Council, and the National Military Strategy of the United States issued by the Chairman of the Joint Chiefs of Staff.</p>							
NODE: AS-IS/A1T1			TITLE: ESTABLISH DIRECTION			NUMBER: DD13	



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<p>A11 Establish Policy</p> <p>This activity assesses the world situation for threats to peace and welfare, establishes the National Security Strategy of the United States, and establishes defense priorities and strategies that guide and direct the definition of requirements, development of plans, and allocation of resources within the DoD.</p> <p>The context for the National Security Strategy and the National Military Strategy is established through the interaction of the Executive Branch to include the Department of Defense, Department of State, Central Intelligence Agency, National Security Agency, and the Office of Management and Budget, and the Congress.</p> <p>Global and regional situations are monitored for actual and potential threats to the United States interests and goals. Indications and warnings are tracked, and national intelligence assets are re-ordered to focus on specific situations, events, and areas of concern to the National Command Authority (NCA). Political, economic, and military information is gathered, fused, and analyzed to determine trends, estimate intentions, and assess the capabilities of adversaries. Natural and manmade disasters, terrorist actions, international drug trafficking activities, and civil disorders are closely followed, and their significance to U.S. interests is assessed.</p> <p>The status and location of US forces and resources are monitored to provide the NCA and military commanders with a reliable, timely understanding of US capabilities, as well as to comply with Congressional reporting requirements and Public Law. Status reporting is increased, as necessary, in crisis and war. Global weather, terrain, and oceanographic conditions are continuously tracked to support operations.</p> <p>The assessments that result from this activity and "expectations of value" from the world community and the US public are used as a basis for developing national security priorities, goals, and strategies. The defense leadership, through the Secretary of Defense and the Chairman of the Joint Chiefs of Staff, participate in formulation of national security policy by providing advice and counsel relating to military threats, strategic military options, US and allied/coalition capabilities, and risks. National security concerns in the post-Cold War era include maintaining international order, ensuring American competitiveness, preventing proliferation of weapons of mass destruction, countering international terrorism, and drug dealing, and preserving the global environment. Also, the US and the world community are increasingly providing humanitarian help to people in need, in circumstances that require the employment of military forces to deliver assistance.</p>							
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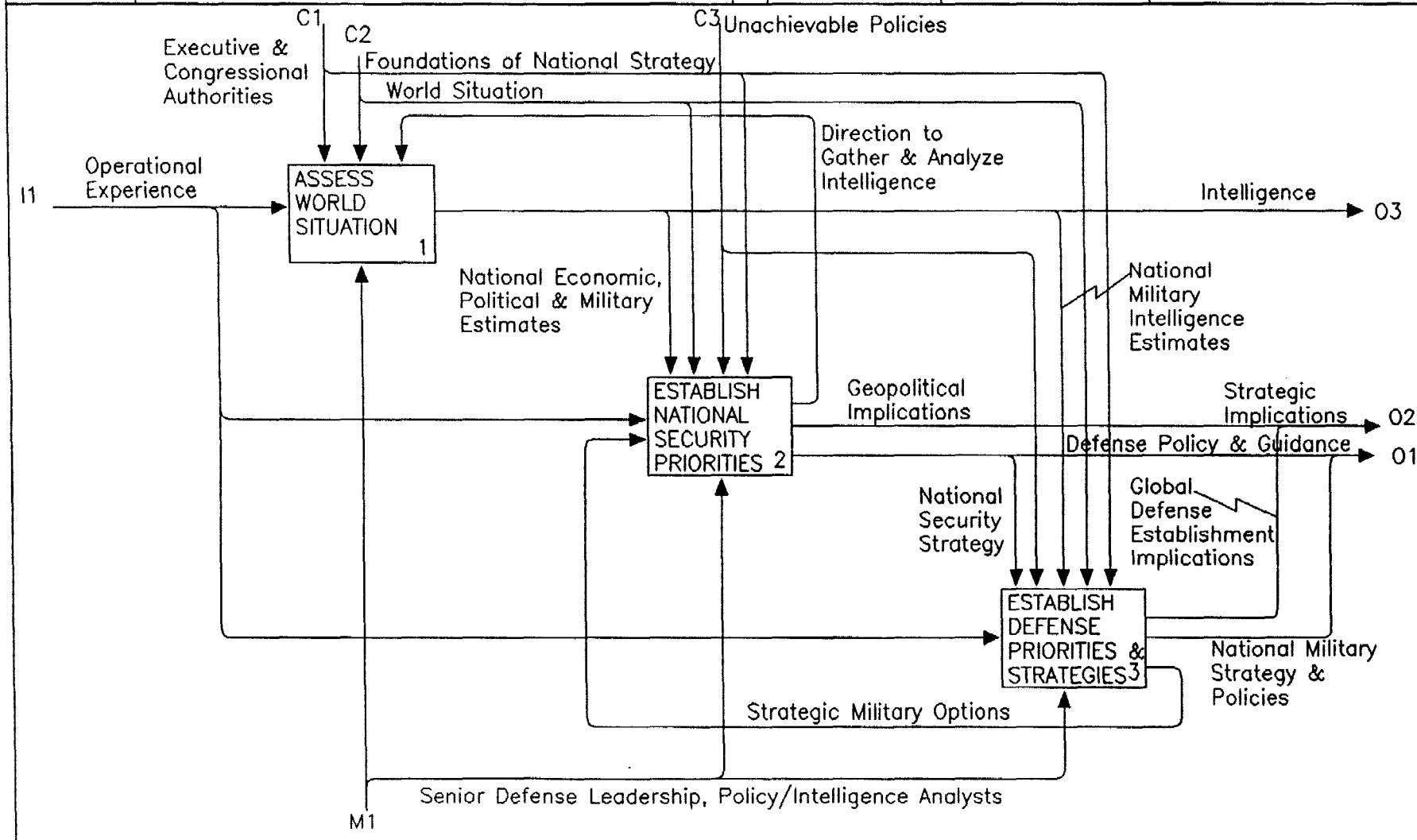
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TITLE: ESTABLISH POLICY

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	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED			
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<p>A11 Establish Policy (continued)</p> <p>Legislative requirements and statutory programs mandated by Executive and Congressional authorities are integrated into defense guidance (e.g., acquisition regulations). National security policy provides international agreements (e.g., alliances and host nation support), emergency authorities (e.g., for mobilizations), and political-military constraints. The National Security Strategy of the United States and the National Security Decision Directives are the top level guidance that emerge from this activity.</p> <p>The military establishment, led by the Secretary and Chairman, respond to national security guidance by developing global and regional military objectives; preparing, assessing and recommending strategic military options; identifying major missions for the DoD (e.g., deterrence, forward presence); recommending required host-nation support; assessing US capabilities and needs; and generally advising the NCA and the Congress on military matters. The National Military Strategy of the United States is produced from this activity.</p> <p>The senior leadership of the Department develop their strategic vision for the defense establishment to respond to the assessment of the global environment. From this context all policies, regulations, and procedures that govern the DoD are derived. Defense Planning Guidance (DPG) is issued by the SECDEF to guide requirements and planning activities (see below). Subordinate elements of the Department issue guidance for their areas of responsibility.</p>							
NODE: AS-IS/A11T2			TITLE: ESTABLISH POLICY			NUMBER: DDI7	

USED AT	AUTHOR : DDI	DATE: 10/27/92	X	WORKING	READER	DATE	CONTEXT DDI3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	PROJECT : ENTERPRISE	REV. : 02/13/93		DRAFT			
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED			
	NOTES : 1 2 3 4 5 6 7 8 9 10			PUBLICATION			



NODE: AS-IS/A11

TITLE: ESTABLISH POLICY

NUMBER: DDI7

USED AT	AUTHOR : DDI	DATE: 10/27/92	X	WORKING	READER	DATE	<input type="checkbox"/> CONTEXT <input checked="" type="checkbox"/> DD13 <input type="checkbox"/> <input type="checkbox"/>
	PROJECT : ENTERPRISE	REV. : 02/13/93		DRAFT			
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED			
	NOTES : 1 2 3 4 5 6 7 8 9 10			PUBLICATION			

A12 Determine Requirements

This activity assesses the actual capabilities of the US, demonstrated by the performance of forces in action and the outcomes of defense programs. As a result of this assessment, deficiencies in the current defense baseline are identified. Opportunities to improve doctrine, forces structures, other organization capabilities, and assets (e.g., weapons, people) are analyzed for their suitability and realism. The requirements for modernization, force structure, sustainment, and readiness are determined through this activity.

At all levels the outcomes of defense activities – operational experiences – are evaluated to determine success or failure. After-Action Reports (AARs) are used to generate lessons learned from operations in the field. For peacetime exercises, force performance is measured against training standards. Resource and management programs that acquire assets and provide support capabilities are also assessed against established goals and metrics. These evaluations are the feedback needed to continually improve the defense activity. They are disseminated to commanders, managers, and analysts to affect policies, doctrine, (strategic, operational, and tactical), force structures, unit/organizational training methods and measures, and materiel requirements. Mission Need Statements (MNS) identify capability deficiencies and unmet requirements.

Joint Publication 1, Joint Warfare of the US Armed Forces, issued by the Chairman of the Joint Chiefs of Staff, sets the stage for integrating service units into effective joint fighting forces. Nested within joint warfighting doctrine are the Service doctrines for common and unique functions. Potential doctrinal changes are validated for their practicality and suitability to future missions and operational scenarios. The structures and capabilities of defense organizations are aligned with new or modified doctrine and Departmental procedures for support. Commands, Services, agencies, and other organizations working in concert execute DoD warfighting, humanitarian, and support missions.

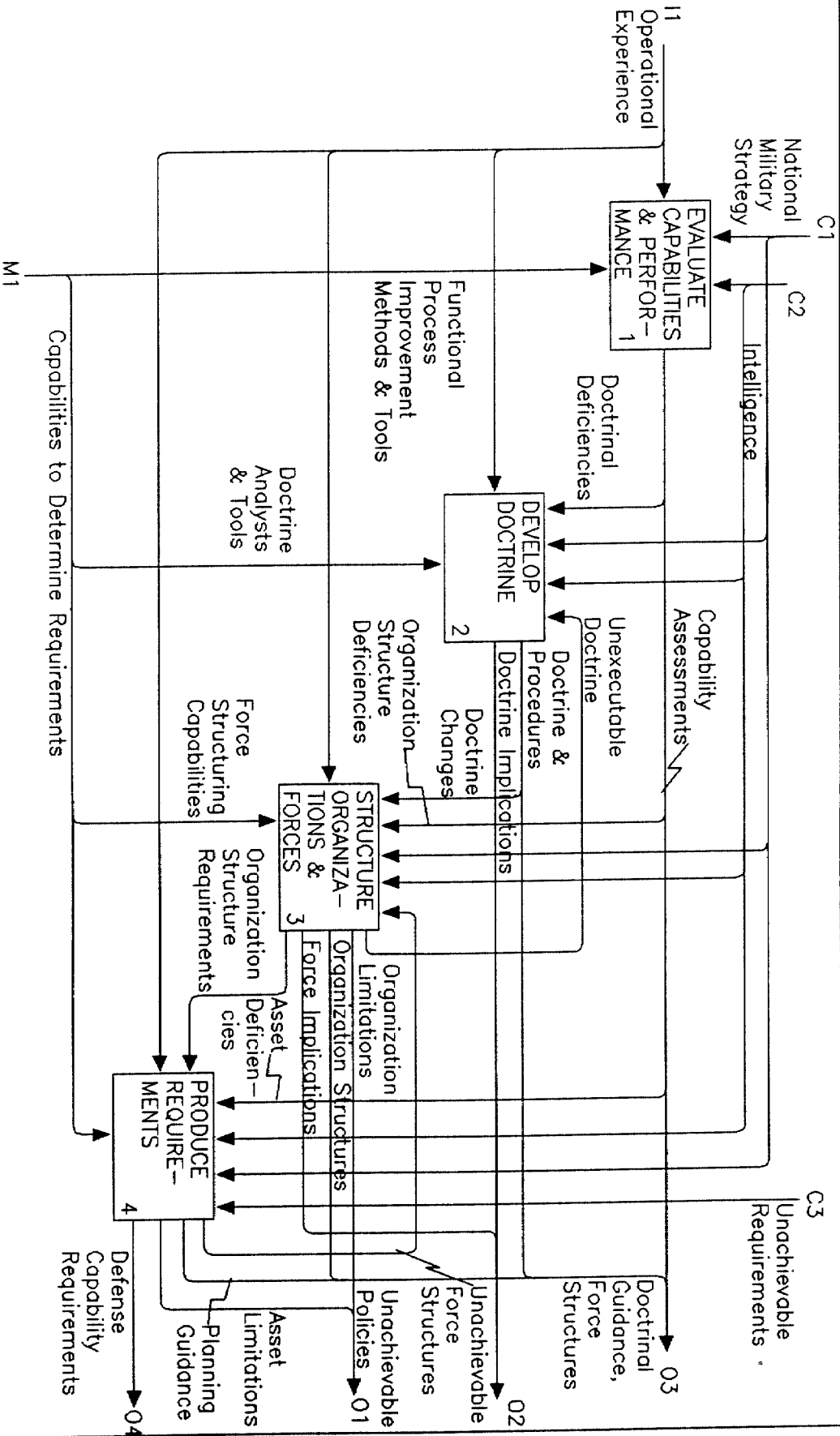
Force structures provide the core defense capability to conduct operations. Their design evolution involves integrating changes to doctrine, weapons, people, and support, over time to achieve a "best" balance of operational performance across the full spectrum of anticipated missions. Force structure design is the basis for asset and support requirements. Conversely, the ability to provide the right assets and deliver support to forces constrains the force structure envelope. The Determine Requirements process results in new or modified doctrine, organization structures and asset requirements. Materiel and other asset requirements are expressed in terms of operational performance, as well as timing and cost envelopes. Specific capability requirements are defined through Required Operational Capabilities (ROCs), Operational Requirement Documents (ORDs), and other requirements documents.

NODE: AS-IS/A12T1

TITLE: DETERMINE REQUIREMENTS

NUMBER: DD18

USED AT	AUTHOR : DDI	DATE: 10/27/92	<input checked="" type="checkbox"/> WORKING	READER	DATE	<input type="checkbox"/> CONTEXT	DDI3
	PROJECT : ENTERPRISE	REV.: 02/13/93	<input type="checkbox"/> DRAFT			<input checked="" type="checkbox"/>	
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION		<input type="checkbox"/> RECOMMENDED			<input type="checkbox"/>	
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	PROJECT : ENTERPRISE	REV. : 02/13/93		DRAFT			
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED			
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A13	Develop Plans
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This activity develops military plans and resource/management plans within the context of the Joint Strategic Planning System (JSPS) for warfighting plans, and the Planning, Programming, and Budgeting System (PPBS) for resources. All plans of the Department are produced in this activity, based on civilian and military requirements. Conversely, planning generates new requirements and impacts on policy (e.g., determines the limits of policy).

The Goldwater-Nichols Reorganization Act of 1986 (Public Law 99-433) calls for reconciling strategy and military requirements with available resources, thus explicitly recognizing the need for integrating military planning with program planning in a constrained resource environment.

Strategic guidance, such as the Joint Strategic Capabilities Plan (JSCP) and the DPG, and assessments of the situation are reviewed by military commanders and Department managers to identify and reconcile missions and objectives. Objectives specify targets against which progress (success or failure) of defense activities are evaluated. Tasking guidance, such as the JSCP and the Warning Order issued by the Chairman of the Joint Chiefs of Staff, establishes the boundaries that constrain planning.

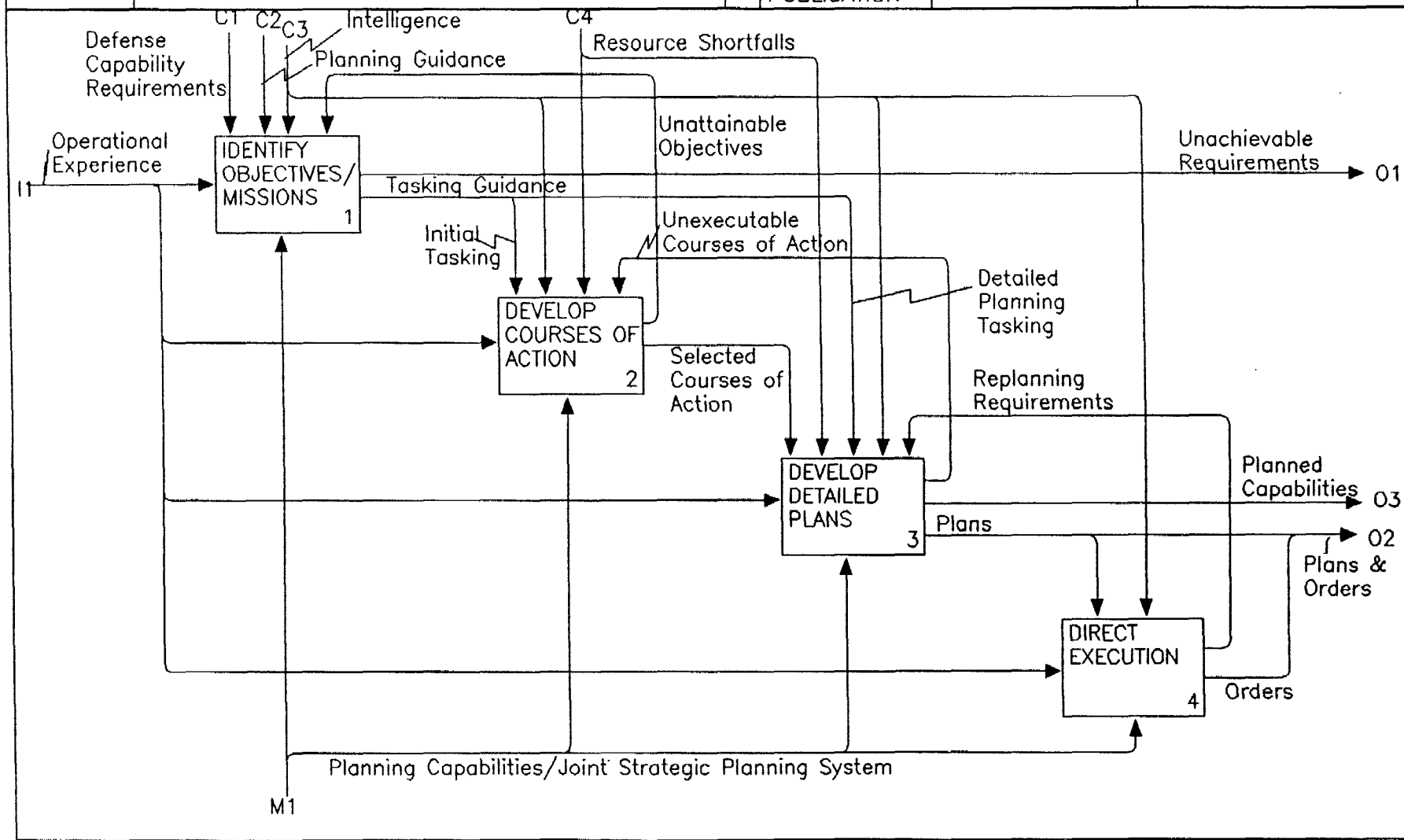
Within tasking guidance, supported and supporting commanders and their staffs develop options and alternative Courses Of Action (COAs) for accomplishing mission objectives. Department managers also develop options for acquiring assets and providing support capabilities. Options are assessed for their suitability, feasibility, acceptability, consistency with Joint Doctrine, and risk. Based on the estimate of the situation, decision-makers review and approve recommended options/COAs and issue detailed planning guidance.

The selected COA becomes the basis for subsequent development of a detailed, executable plan. Forces are assigned for use and apportioned for planning to combatant commands to support their missions in accordance with the JSCP. Organizations that are responsible for planning (e.g., Commands, Services, agencies) source plans with actual units and assets. Allocation is performed within the authorizations established by the next activity, Allocate Resources. Often there are shortfalls in available resources that must be resolved through re-planning, re-allocations, or by programming for new capabilities at successive levels in the planning hierarchy. These shortfalls may, in fact, place limits on forces and doctrine, and can impact policy.

Availability of host-nation support established through treaties and agreements (e.g., NATO, SEATO) is part of the integrated planning, requirements, and policy process for each scenario. For example, support needs may be fulfilled through programmed US capabilities, mobilization of US assets, or specific agreements with other nations.

NODE: AS-IS/A13T1	TITLE: DEVELOP PLANS	NUMBER: DDI9
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USED AT	AUTHOR : DDI	DATE: 10/28/92	X	WORKING	READER	DATE	CONTEXT DDI3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	PROJECT : ENTERPRISE	REV. : 02/13/93		DRAFT			
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED			
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NODE: AS-IS/A13

TITLE: DEVELOP PLANS

NUMBER: DDI9

USED AT	AUTHOR : DDI	DATE: 10/28/92	X	WORKING	READER	DATE	<input type="checkbox"/> CONTEXT DDI3 <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	PROJECT : ENTERPRISE	REV. : 02/13/93		DRAFT			
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED			
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A13 Develop Plans (continued)

Acquisition strategy and plans address the phases and relative timing of development (the acquisition structure), the crucial make or buy decision, ability to produce the asset, economic rates of production, industrial base concerns, costs and risks. These plans are also developed iteratively to form a nested "tree" that ultimately reaches down to service materiel, support and personnel commands, agencies, and contractors.

Develop Plans also produces the plans formulated in response to statutory and legislative requirements and the standards for evaluating plan performance (e.g., occupational safety and health, environmental protection, technology transfer, and survivor's benefits).

Military planning addresses both deliberate and crisis situations. The fundamental difference is in the sequencing, timing, and depth of detail in the planning process. Detailed plans, including Operation Plans (OPLANs), support plans and annexes, and mobilization plans, are usually prepared to meet future contingencies, and "put on the shelf" until needed. Crisis planners may use "on the shelf" contingency plans by tailoring them for the immediate situation.

Exercises are planned to support the JSCP strategy and plans. Typically, an exercise is initiated through a Significant Military Exercise Brief (SMEB), approved by the Chairman, JCS, resulting in a deployment order.

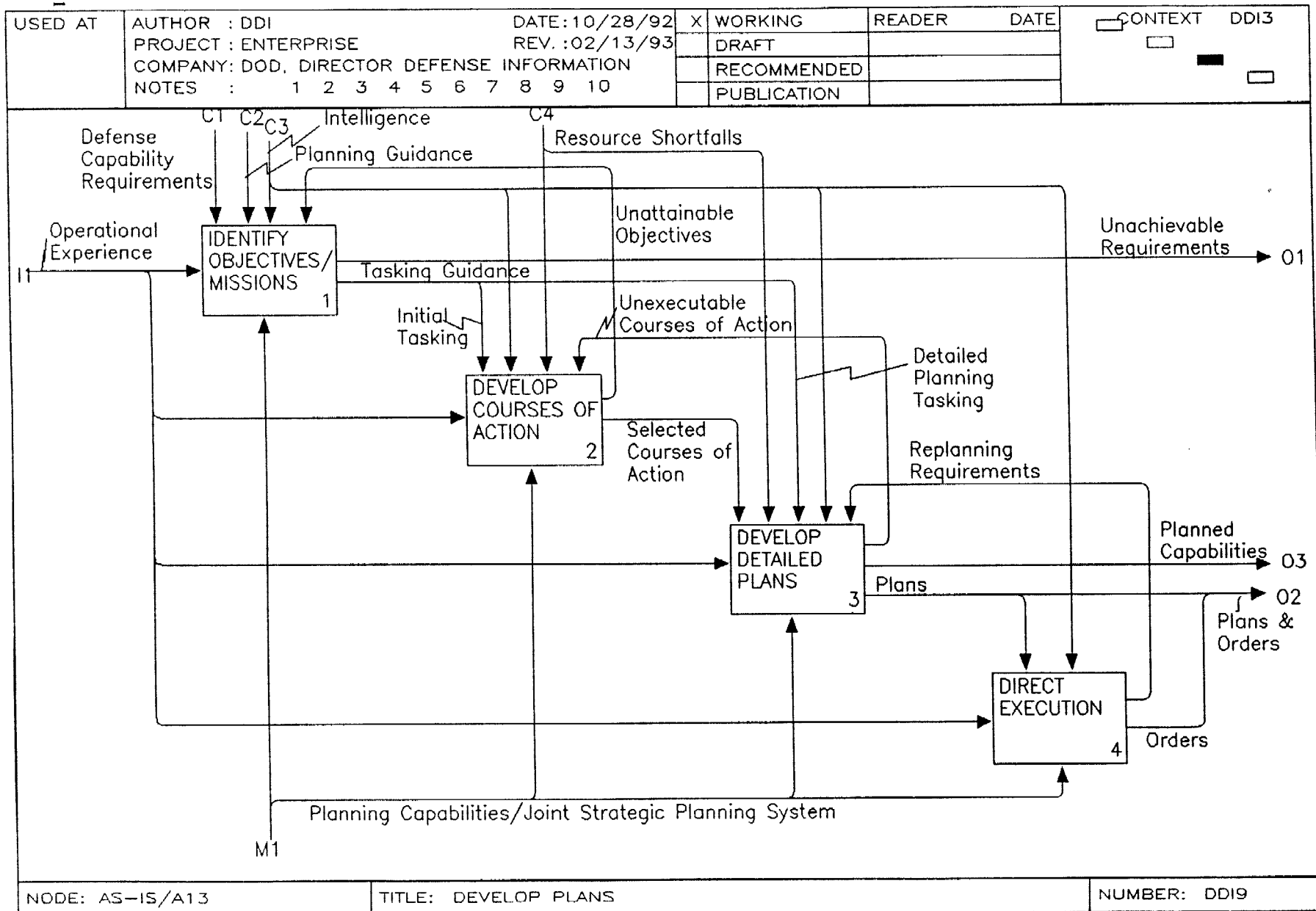
Operation Plans are turned into Operation Orders (OPORDs) that contain the necessary information for execution. The National Command Authority authorizes the Chairman, JCS to issue an Execute Order to commanders to initiate operations. Other orders terminate operations.

On the resource/management side, planning leads into the programming and budgeting stages of the PPBS, which are described below. Within the overall context of that system, Defense Acquisition Board (DAB) decisions, for example, allow major programs to progress through milestone "gates" if they fulfill planned requirements.

NODE: AS-IS/A13T2

TITLE: DEVELOP PLANS

NUMBER: DDI9



USED AT	AUTHOR : DDI	DATE: 01/21/93	X	WORKING	READER	DATE	<input type="checkbox"/> CONTEXT DDI3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	PROJECT : ENTERPRISE	REV. : 02/16/93		DRAFT			
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED			
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A14 Allocate Resources

This activity includes the Programming and Budgeting phases of the PPBS. The PPBS is the single mechanism to develop funding/authorization levels and force allocations of the Department relative to the capabilities and timing requirements established in the previous activities that respond to the DPG. The Military Departments transmit their proposed resource needs in Program Objective Memorandums (POMs). Commander in Chief (CINC) Integrated Priority List (IPL) requirements are addressed by the Services in the POMs. The Future Years Defense Program (FYDP) records the resourced position of the Department including each Services' submissions in terms of personnel, equipment, training, and acquisition in support of the National Military Strategy.

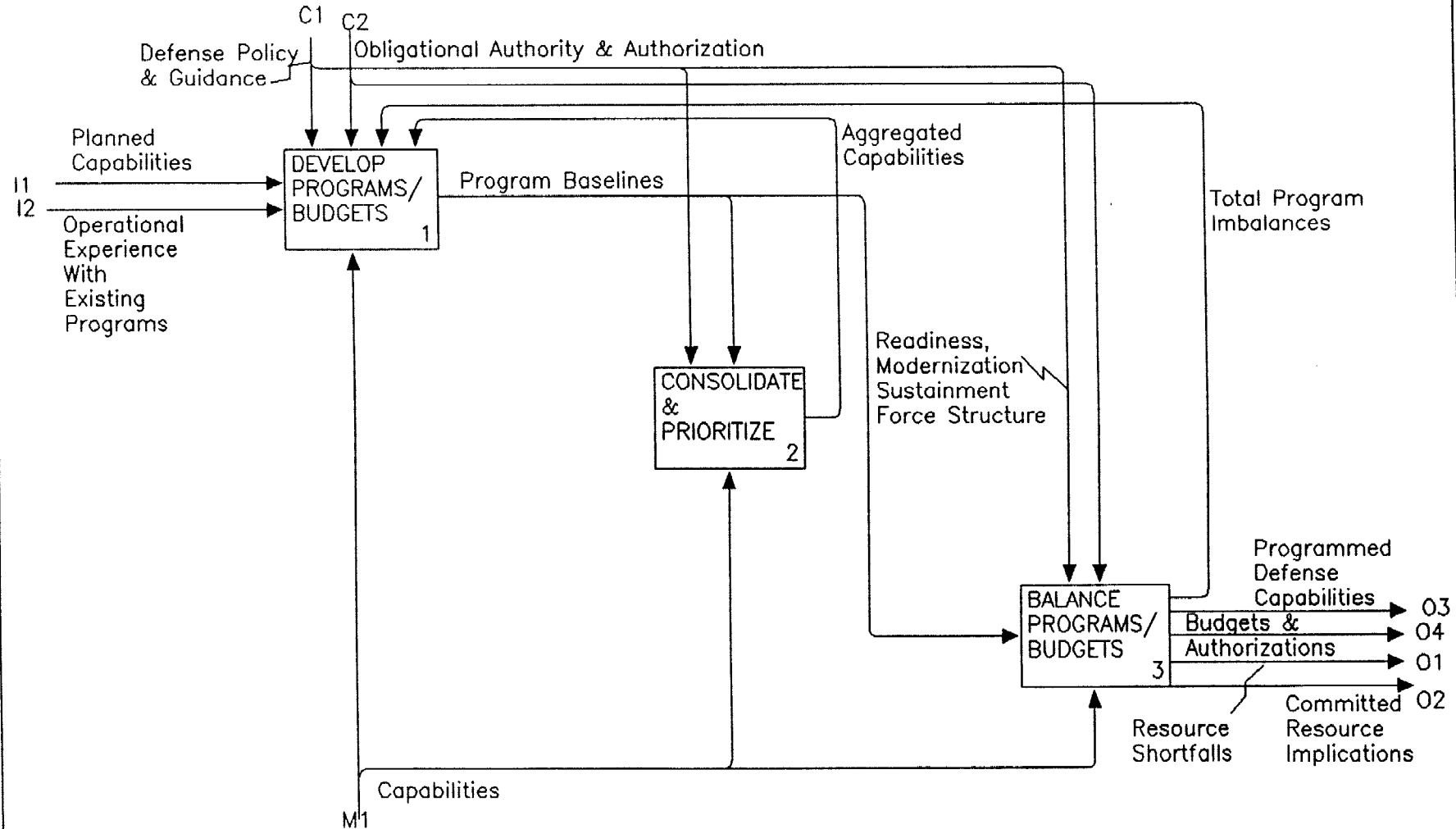
The FYDP reflects the "best" program balance between current force readiness, institutional modernization, force structure (including size), and ability to sustain current and programmed forces over time. It is this resourced program that is consolidated into the President's Budget and forwarded along with detailed budgets for the next years to the Congress for approval. Approval to expend monies on specific programs comes through the Defense Appropriation Legislation. Quantities of personnel and materiel are approved for specific programs through the Defense Appropriation Legislation.

The PPBS process provides for a Chairman's Program Assessment (CPA) that assesses the risks inherent in the composite force proposed in the Service and Defense Agency POMs. OSD reviews the Service's POMs and the CPA, and identifies alternatives for those issues where OSD differs with the Service approach. These and other issues are addressed through the Defense Planning and Resources Board (DPRB), resulting in final positions announced via the Program Decision Memorandum (PDM). Revised POMs are then transformed into Service Budget Estimate Submissions (BESs). A DPRB Budget Review culminates in Program Budget Decisions (PBDs) which are incorporated into the Defense Budget.

The resourced position of the FYDP, as approved through the budget and appropriation/authorization process, is documented for execution by the Office of the Secretary of Defense, the Defense Agencies, and Military Departments by the manpower/unit authorization documents (e.g., The Army Authorization Document System (TAADS) for the Army) for battalions/separate companies, ships, and aircraft squadrons. Approved programs and budgets contain resourced operating tempos (OPTEMPOs such as ship and submarine steaming hours, aircraft flying hours, or tactical vehicle miles driven) for peacetime levels of unit training to achieve acceptable levels of unit/force readiness and organizational proficiency. These are the resource positions that fund execution of the next major activities of the enterprise: Acquire Assets, Provide Capabilities, and Employ Forces.

NODE: AS-IS/A14T1	TITLE: ALLOCATE RESOURCES	NUMBER: DDI10
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	PROJECT : ENTERPRISE	REV. : 02/17/93		DRAFT			
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED			
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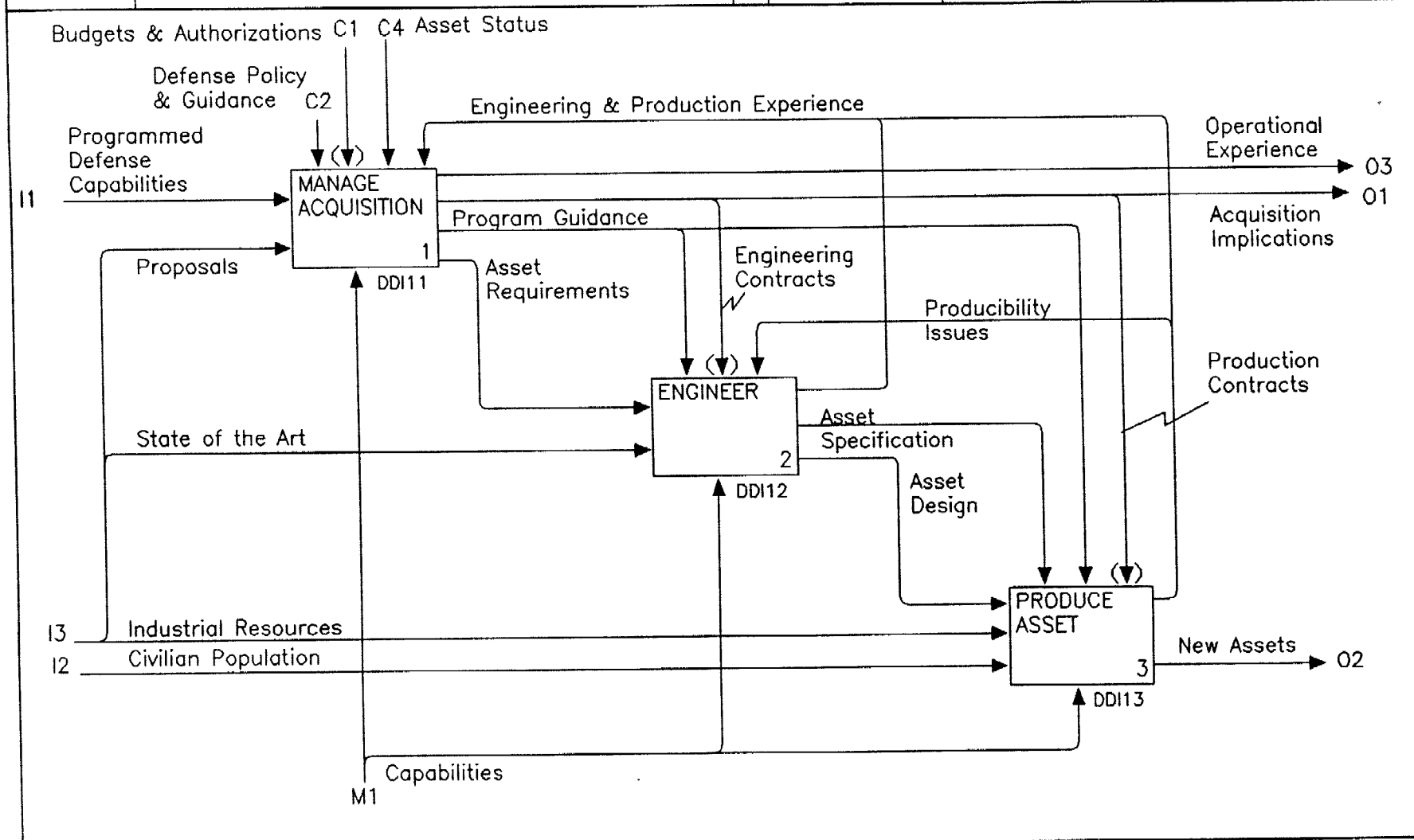


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	PROJECT : ENTERPRISE	REV. : 02/13/93		DRAFT			
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED			
	NOTES : 1 2 3 4 5 6 7 8 9 10			PUBLICATION			

<p>A2 Acquire Assets</p> <p>This major activity of the defense enterprise obtains assets to support requirements, bounded by the resources, timing, and force structures established in the previous major activity, Establish Direction. It manages and administers acquisitions to ensure they adhere to acquisition policy, satisfy program requirements, and meet planned objectives. It conducts research to increase the "state-of-the-art"; designs, demonstrates and tests military solutions; produces products; and recruits/accesses military and civilian personnel.</p> <p>This activity manufactures military weapons and munitions, buys supplies and services, and accesses individuals. It responds to the legislative requirements and statutory programs directed by Department managers.</p> <p>Assets are defined as those people, goods, and services for which the Department expends monies and receives civilian and military personnel, materiel items of inventory, and services or some other specified deliverable that will be managed by the Department. For the purposes of this model, assets are defined specifically as: people, materiel (including equipment, supply items, technical publications, software systems), funds, facilities and real estate.</p> <p>Acquisition of assets involves the detailed reconciliation of requirements to include the assessment of available goods and services, acquisition of technology and developmental items, purchasing, manufacturing, integrating and testing, and any preparation necessary to ensure delivery of a useable asset through the asset distribution systems (e.g., personnel, equipment). Therefore, for example, accession training for military personnel is included in this activity.</p>
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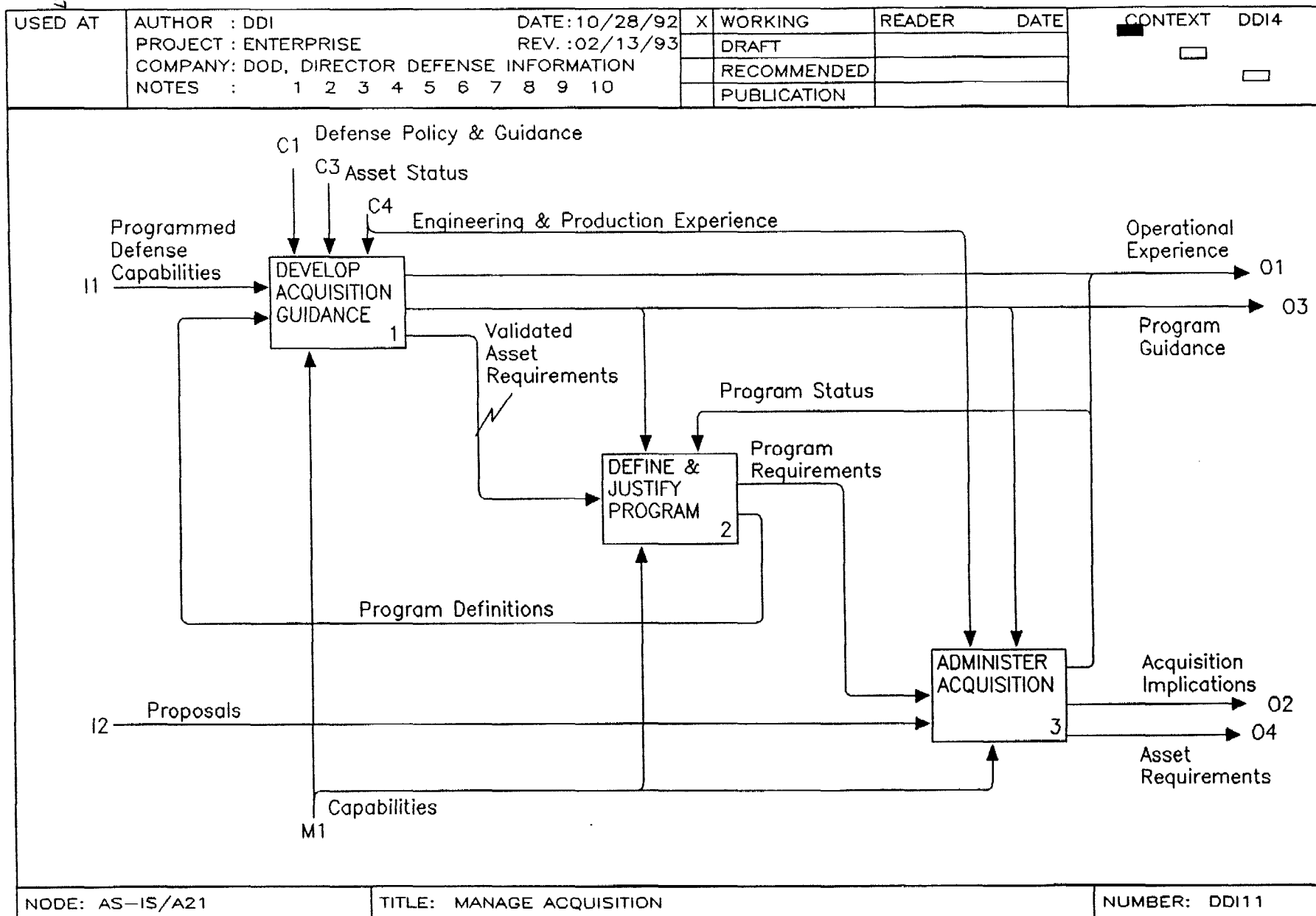
<p>NODE: AS-IS/A2T1</p>	<p>TITLE: ACQUIRE ASSETS</p>	<p>NUMBER: DDI4</p>
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	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED			
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NODE: AS-IS/A2	TITLE: ACQUIRE ASSETS	NUMBER: DDI4
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	PROJECT : ENTERPRISE	REV. : 02/13/93		DRAFT				
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED				
	NOTES : 1 2 3 4 5 6 7 8 9 10		PUBLICATION					
<p>A21 Manage Acquisition</p> <p>This activity performs the management functions needed to successfully implement approved acquisition programs and plans. It provides the program manager functions of baseline control, contracting and contract administration, and DAB and other oversight preparation/support.</p> <p>Acquisition guidance controls the day-to-day functioning of the program office, development activities, and contractors. It provides management review, direction, and reporting to ensure that baselines are maintained, issues and problems are identified and resolved, and program performance is reported through the acquisition "chain of command" (e.g., via Selected Acquisition Reports (SAR)).</p> <p>Acquisition programs remain responsive to user needs, acquisition policy, and DoD standards through continual refinement and definition of requirements, programmatic and technical reviews, and approvals to proceed from one phase of the life-cycle to the next. The results of studies, analyses, and demonstrations/tests are provided by this activity to enable decisions about continuation/termination.</p> <p>Manage Acquisition performs all contract-related functions. It issues solicitations, accepts and evaluates proposals, awards contracts, and administers contracts in accordance with federal laws and DoD regulations and policies (e.g., the Federal Acquisition Regulations (FAR)). It monitors the delivery of goods and services, approves payments, prepares and transmits bills, and evaluates contract performance. While the goods and services made available through these contracts may be used by the Provide Capabilities activity, the contracts themselves are administered by Manage Acquisition.</p>								
NODE: AS-IS/A21T1			TITLE: MANAGE ACQUISITION			NUMBER: DDI11		

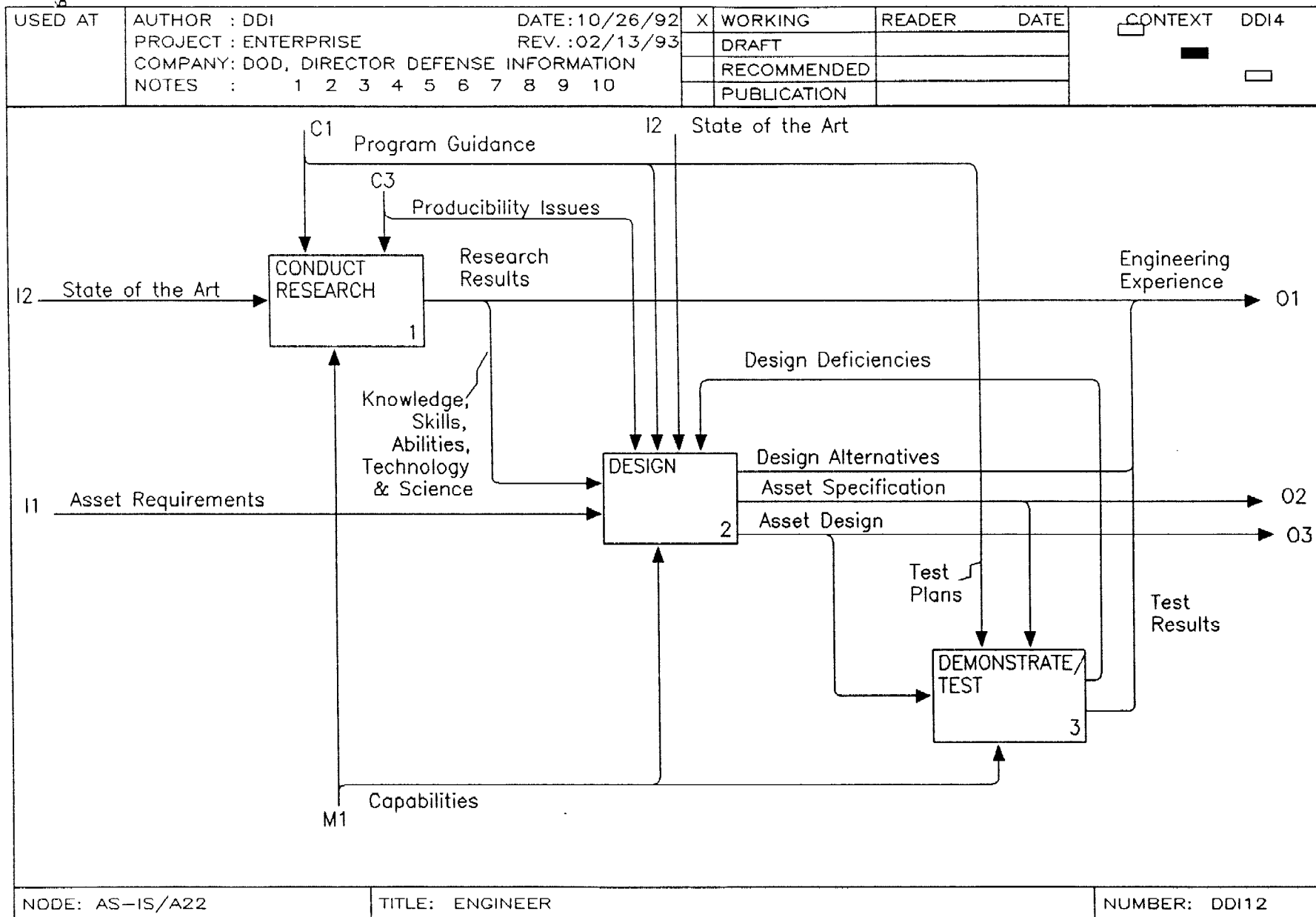


NODE: AS-IS/A21

TITLE: MANAGE ACQUISITION

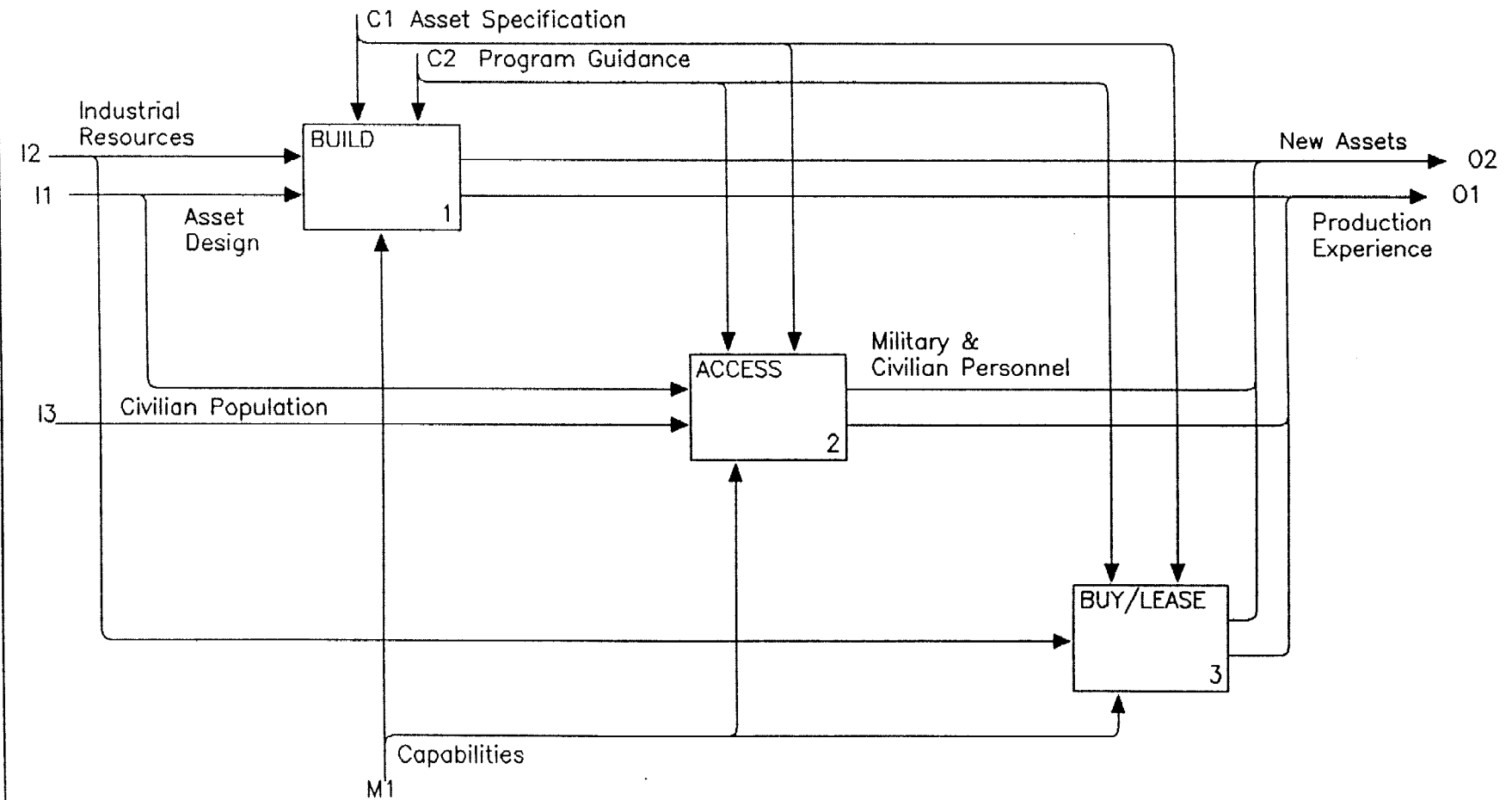
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	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED			
	NOTES : 1 2 3 4 5 6 7 8 9 10			PUBLICATION			
<p>A22 Engineer</p> <p>This activity develops military solutions to meet validated mission needs and satisfy user requirements for new or modified asset capabilities, personnel, or materiel. It conducts different types of research, performs engineering studies and analyses, demonstrates solutions, and tests and evaluates designs and specifications.</p> <p>Research includes scientific study and experiments to increase knowledge of the physical, engineering, environmental, and life sciences. It progresses from basic research through exploratory and advanced research to establish the basis for full scale engineering development. Basic research addresses technology and knowledge of potential value to the national security mission. Exploratory development assesses the feasibility and practicality of proposed solutions to military problems short of producing an actual asset. Advanced development produces test assets to prove-out solutions that have potential military applications. Selected programs go through a development phase to reduce the risk associated with technology innovation in a real-world environment. These include Advanced Technical Demonstrations (ATDs).</p> <p>Engineering is the iterative process of developing designs that specify the form, fit, and function of assets. Alternative designs are assessed to achieve the best balance of performance, supportability, costs, and risk. Total asset requirements are addressed including equipment, materiel, facilities, people, and life-cycle support. Manufacturing requirements are considered in the design process to ensure the ability to produce assets. Resource availability (e.g., the labor pool), is also a key factor in sound designs. The health of the industrial base and US competitiveness and ability to reconstitute are integral to the engineering process.</p> <p>Demonstration and test is the major control mechanism of the Acquire Assets activity. Acquisition programs advance from one phase to the next, and qualify for major new funding increments, by achieving management and oversight thresholds, verified by testing and evaluation. In the case of selected program designs, prototypes are produced and demonstrated. These can be refined until judged ready for production or program termination.</p>							
NODE: AS-IS/A22T1			TITLE: ENGINEER			NUMBER: DDI12	



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	PROJECT : ENTERPRISE	REV. : 02/13/93		DRAFT			
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED			
	NOTES : 1 2 3 4 5 6 7 8 9 10			PUBLICATION			
<p>A23 Produce Assets</p> <p>This activity involves the actual building/ manufacture, employment through recruiting (accession), or buying/leasing of assets to include all activities typically associated with bringing new personnel, materiel items, real estate/facilities, or services into the inventory (e.g., first destination transportation of materiel items by the vendor from source of acquisition to point of DoD distribution is included). This activity also includes preparing assets for distribution to include any actions necessary to ensure minimum essential asset usefulness at the point of receipt (e.g., providing all military personnel with initial entry training to produce useful officers and enlisted personnel).</p> <p>The Build function manufactures, constructs, and assembles assets. The process itself may be conducted by the government or industry, or both. Sub-functions include the staging of materials and other resources, set-up, fabrication, assembly, and quality control of the process and the product.</p> <p>Access is the function that enlists the skills and services of people to satisfy the DoD mission. It includes the recruiting of military personnel and the employment of government civilian personnel. In order to obtain a minimally useful individual, all basic training and initial orientation are included in this function.</p> <p>Buy/Lease is the function that obtains commercially available goods and services for the Department. It does not duplicate the contract management functions described under Manage Acquisition. Rather, it evaluates the adequacy of commercial products and services against government requirements and standards, accepts delivery of assets, and evaluates the performance of commercial items and services as they are used in the Department.</p>							
NODE: AS-IS/A23T1			TITLE: PRODUCE ASSET			NUMBER: DDI13	

USED AT	AUTHOR : DDI	DATE: 10/26/92	X	WORKING	READER	DATE	CONTEXT	DDI4
	PROJECT : ENTERPRISE	REV. : 02/13/93		DRAFT				
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED				
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NODE: AS-IS/A23	TITLE: PRODUCE ASSET	NUMBER: DDI13
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A3 Provide Capabilities

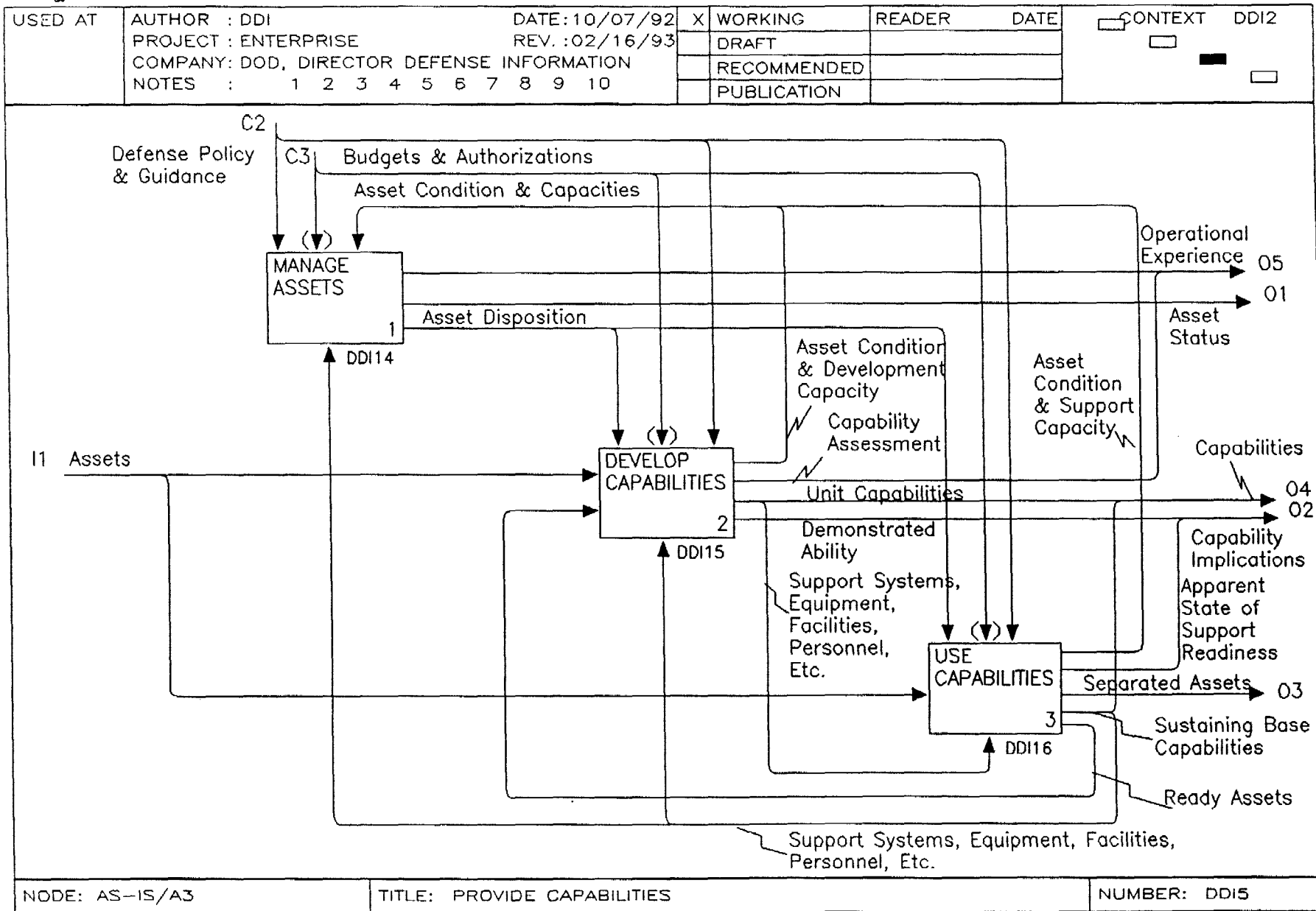
This major activity manages the total asset inventory of the DoD (active and inactive military personnel, goods, and services); develops the capabilities and infrastructures needed for support activities; readies force and support units; and provides routine/peacetime and mission support including the mobilization, deployment/re-deployment, and sustainment of forces.

Supporting Commands, the Services, and Defense Agencies perform support functions such as supply, maintenance, and transportation, at fixed sites in CONUS and abroad to achieve peacetime readiness, power projection, and operational objectives.

NODE: AS-IS/A3T1

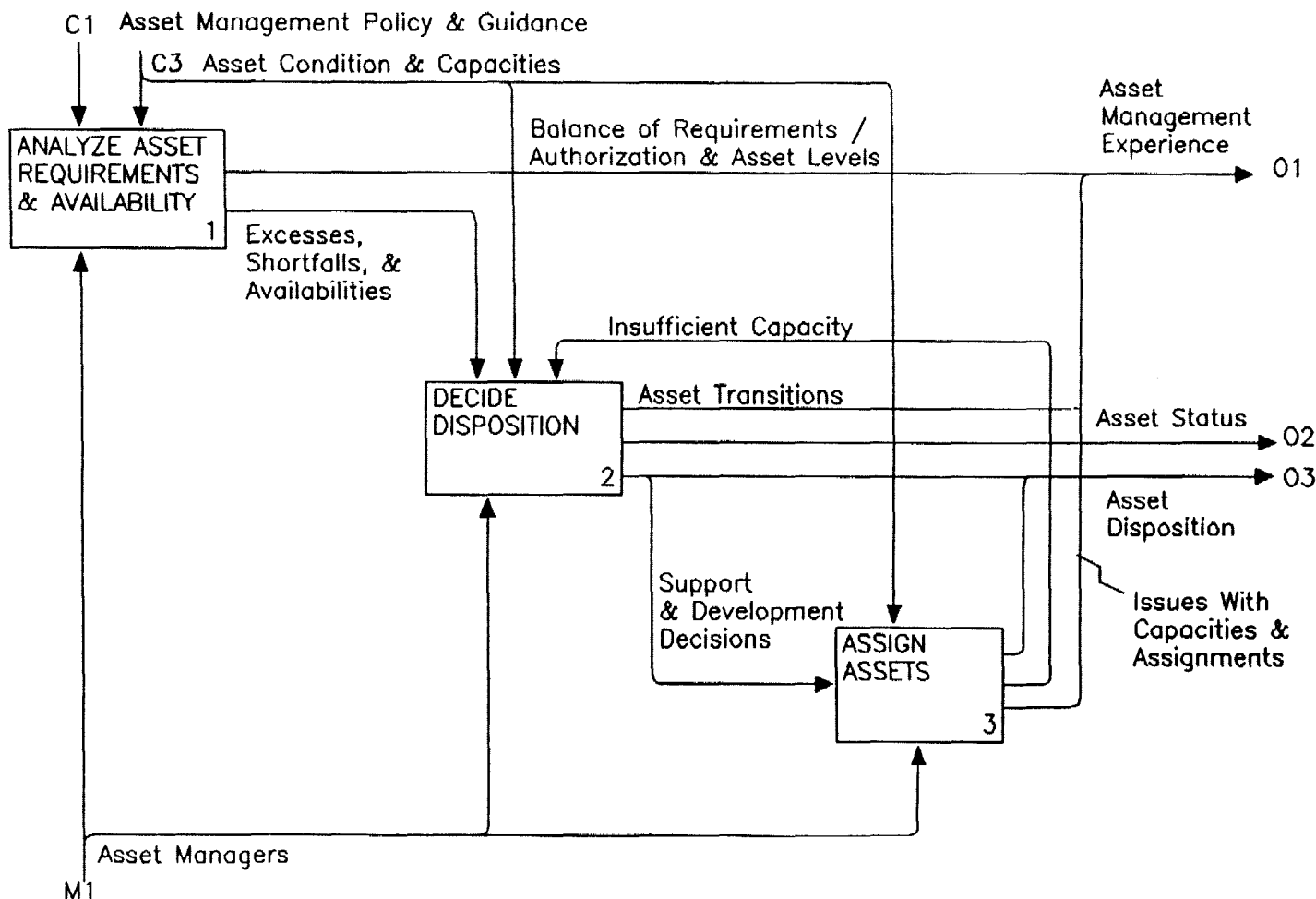
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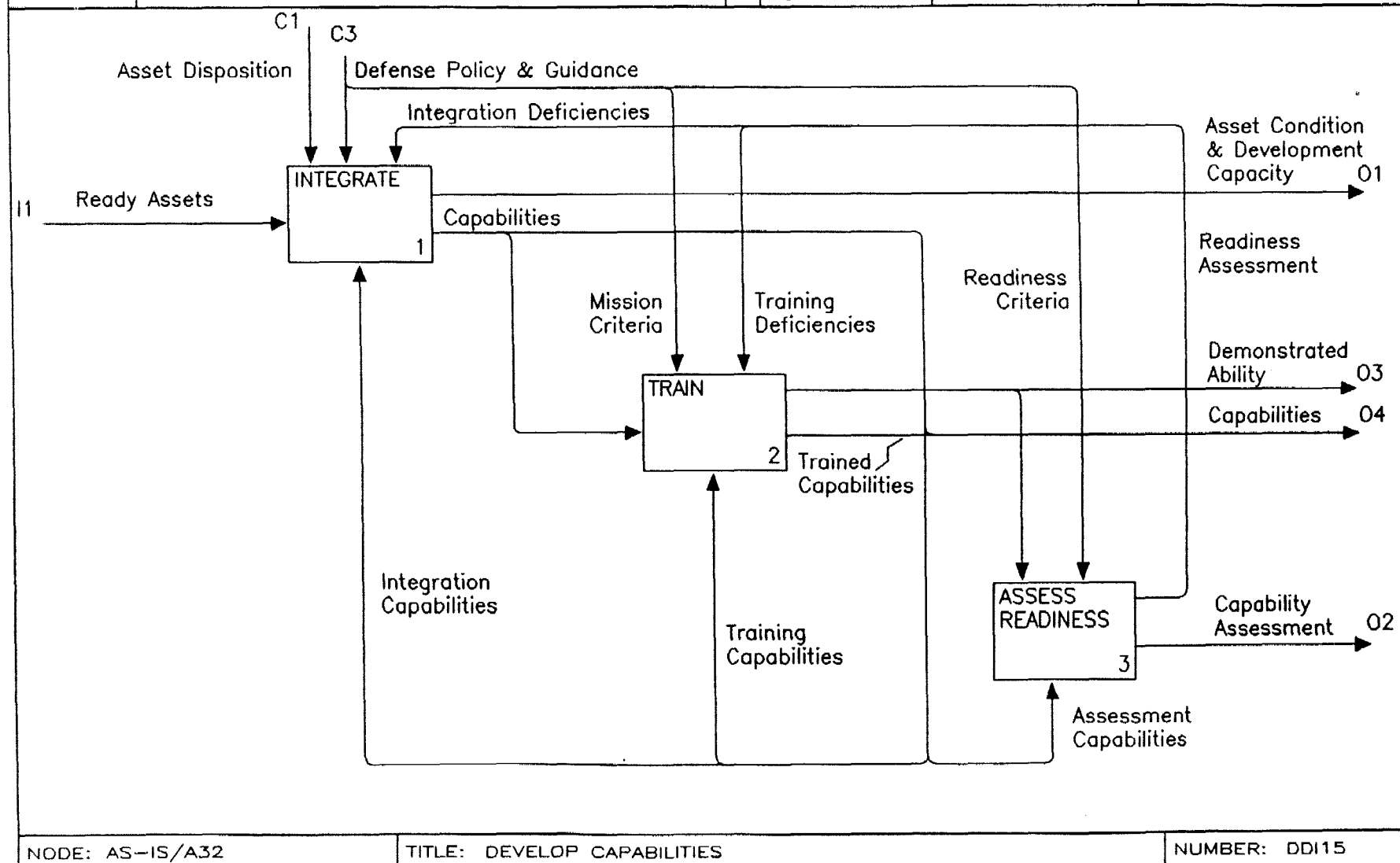
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	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED				
	NOTES : 1 2 3 4 5 6 7 8 9 10			PUBLICATION				<input type="checkbox"/>
<p>A31 Manage Assets</p> <p>This activity controls the allocation of all assets within the Department to organizations, units, or to specific inventories. Personnel and materiel assets are assigned to units and organizations in accordance with peacetime and mobilization authorization/distribution plans and the disposition of the asset to be maintained, enhanced, positioned, or separated. Departmental-level asset managers will interact with subordinate elements to ensure optimum assignments within the constraints of available assets, replenishment capabilities, and authorized levels of unit/inventory fill.</p> <p>The same approach is used for funds allocation throughout the Department, through the mechanisms of executing command operating budgets, funds authorization, and execution reporting. Depending on organization type, services may also be assigned. Assets may be assigned to active or reserve units or to inactive status (e.g., Individual Ready Reserve, standby, or retirees for personnel) or earmarked for positioning or separation.</p>								
NODE: AS-IS/A31T1			TITLE: MANAGE ASSETS				NUMBER: DDI14	

USED AT	AUTHOR : DDI PROJECT : ENTERPRISE COMPANY: DOD, DIRECTOR DEFENSE INFORMATION NOTES : 1 2 3 4 5 6 7 8 9 10	DATE: 11/05/92 REV. : 02/13/93	X	WORKING	READER	DATE	CONTEXT	DDI5
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	PROJECT : ENTERPRISE	REV. : 02/16/93		DRAFT				
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED				
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A33 Use Capabilities

This activity involves the sustainment of people, goods and services necessary to operate the sustaining base, and maintain, enhance, position, and separate assets. These activities involve the national and local level actions necessary to conduct and evaluate each of these functions in peacetime and in war. Operate includes all the activities needed to run support capabilities (i.e., the sustaining base). For example, it includes the routine (day-to-day) operation of bases, depots, data processing installations (DPIs), central design activities (CDAs), commissaries, systems (e.g., Worldwide Military Command and Control System (WWMCCS)), and other infrastructures. Operate includes those actions necessary to feed, pay, clothe, shelter, or inform DoD civilians, military personnel, and the extended dependent population on a routine basis; to store materiel items of supply; to administer real property; and to provide necessary services in support of these activities, to include financial management, post exchange and commissary functions, and other direct and indirect functions associated with routine base or garrison activities.

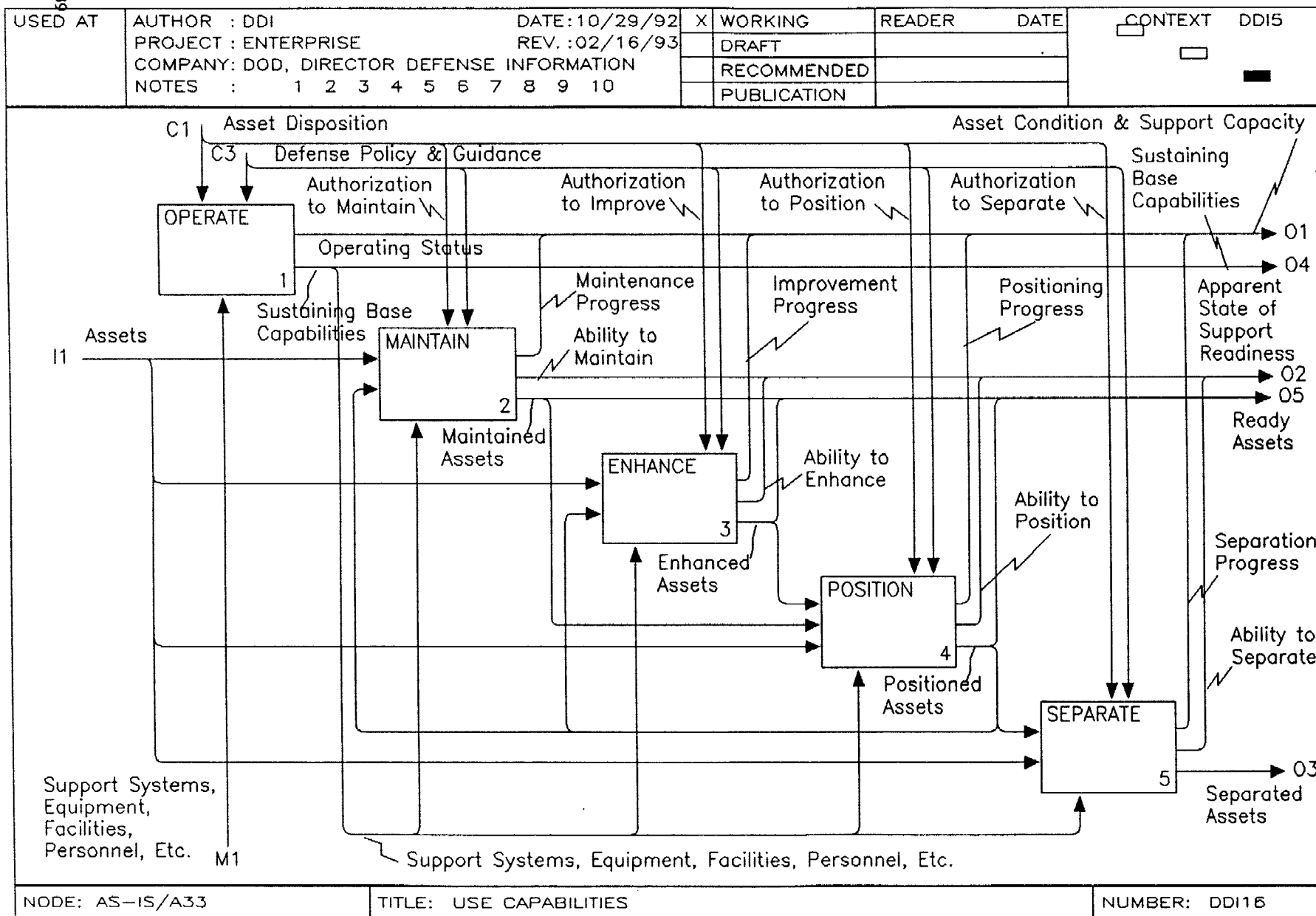
Maintain includes the maintenance and repair of materiel items and systems (to include automation systems) through depot-level maintenance; the healing of sick/wounded personnel and caring for their dependents through dispensaries and medical clinics/hospitals; and the maintenance and repair of facilities and real estate.

Enhance includes the post-accession individual training for skill progression and career advancement at the service branch schools and colleges/universities. It includes the refurbishment and modification of materiel items that result in enhanced capabilities and changes to facilities that also improve functionality. As a result of this activity, personnel gain skill qualifiers and materiel items change functions/capabilities.

Position includes all actions necessary to deploy assets and units from their peacetime stations to designated mission/exercise locations. The actual exercise or operation is conducted in the next major activity, Use Forces. Typically, positioning of assets involves both inter- and intra-theater transportation/lift (ground, sea, or air). Position also entails all actions necessary to recover and account for all forces and assets once an operation or exercise has been concluded, to include the redeployment or retrograde of materiel and personnel from missions and areas of operation. This activity also involves the recurring peacetime movement of individual assets for unit replacement, sustainment, or separation, including moving service members, their families, and household goods.

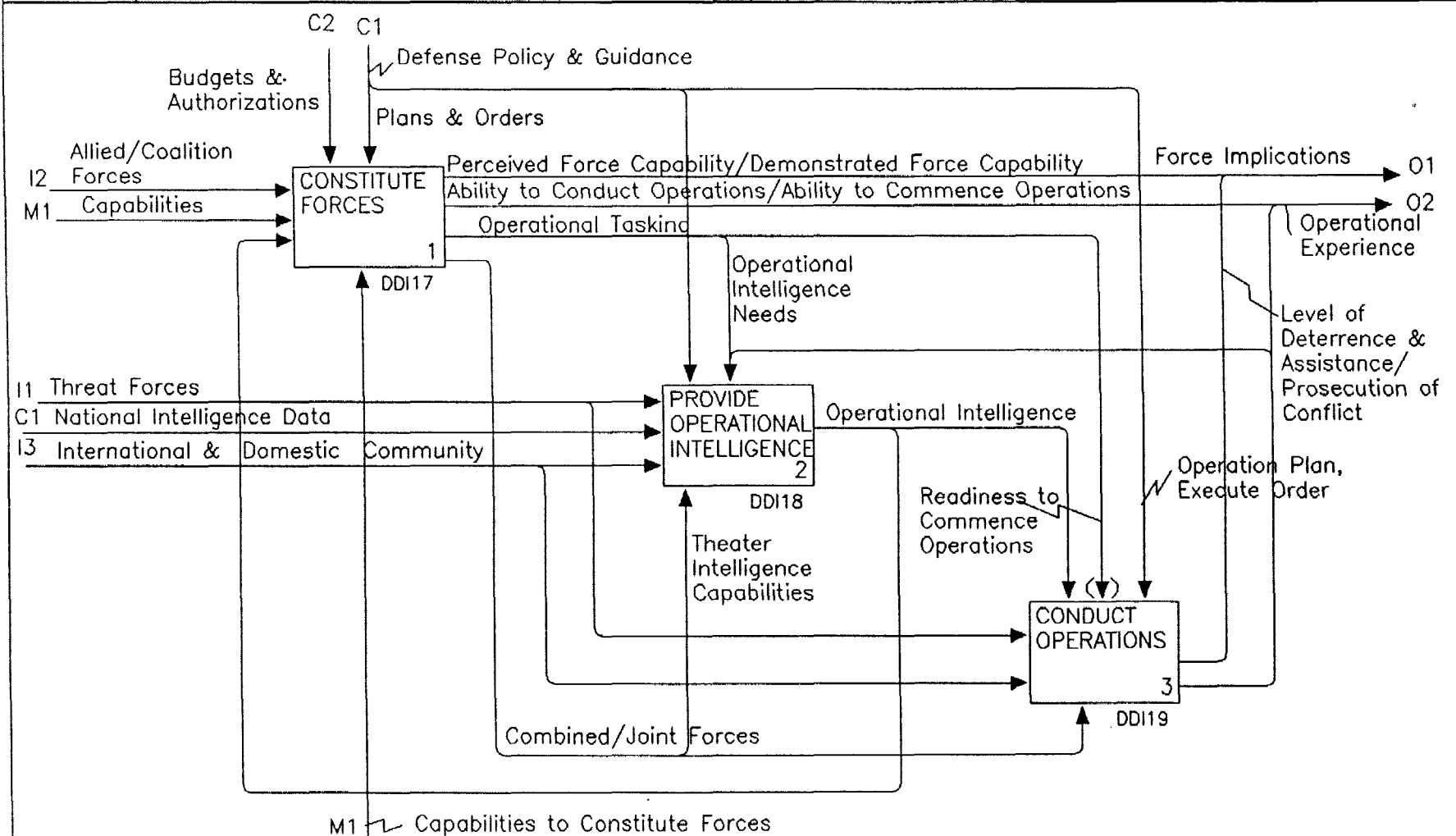
Separate includes all actions called for by Department or other government regulation to support separation from US government control and accountability. This includes routine peacetime or demobilization actions related to active and inactive inventories of personnel, materiel, facilities, and real estate (e.g., foreign military sales, demilitarization of munitions, environmental clean-up, and one-time benefit assignments associated with death and disability).

NODE: AS-IS/A33T1	TITLE: USE CAPABILITIES	NUMBER: DDI16
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USED AT	AUTHOR : DDI	DATE: 10/07/92	X	WORKING	READER	DATE	CONTEXT
	PROJECT : ENTERPRISE	REV. : 02/16/93		DRAFT			
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED			
	NOTES : 1 2 3 4 5 6 7 8 9 10			PUBLICATION			
<p>A4 Employ Forces</p> <p>This major activity of the enterprise encompasses all the actions associated with executing NCA decisions within the context of the National Military Strategy. Main elements of the strategy include: forward military presence, crisis response, and strategic deterrence and defense.</p> <p>All plans and orders are developed and issued in the first activity of the enterprise, Establish Direction. In this activity, operations are conducted to execute the assigned missions of the Department when called upon by the President in times of peace, crisis, warfighting, war termination, and reconstitution. They are usually invoked in sequence from a warning order (initiates planning in the first major activity), to an operations order (which initiates the OPLAN and associated deployment orders), and finally to an execute order (which commences operations). Exercises are usually undertaken at the direction of an authority below the NCA.</p>							
NODE: AS-IS/A4T1			TITLE: EMPLOY FORCES			NUMBER: DD16	

USED AT	AUTHOR : DDI PROJECT : ENTERPRISE COMPANY: DOD, DIRECTOR DEFENSE INFORMATION NOTES : 1 2 3 4 5 6 7 8 9 10	DATE: 10/07/92 REV. : 02/16/93	X	WORKING	READER	DATE	CONTEXT
				DRAFT			
				RECOMMENDED			
				PUBLICATION			



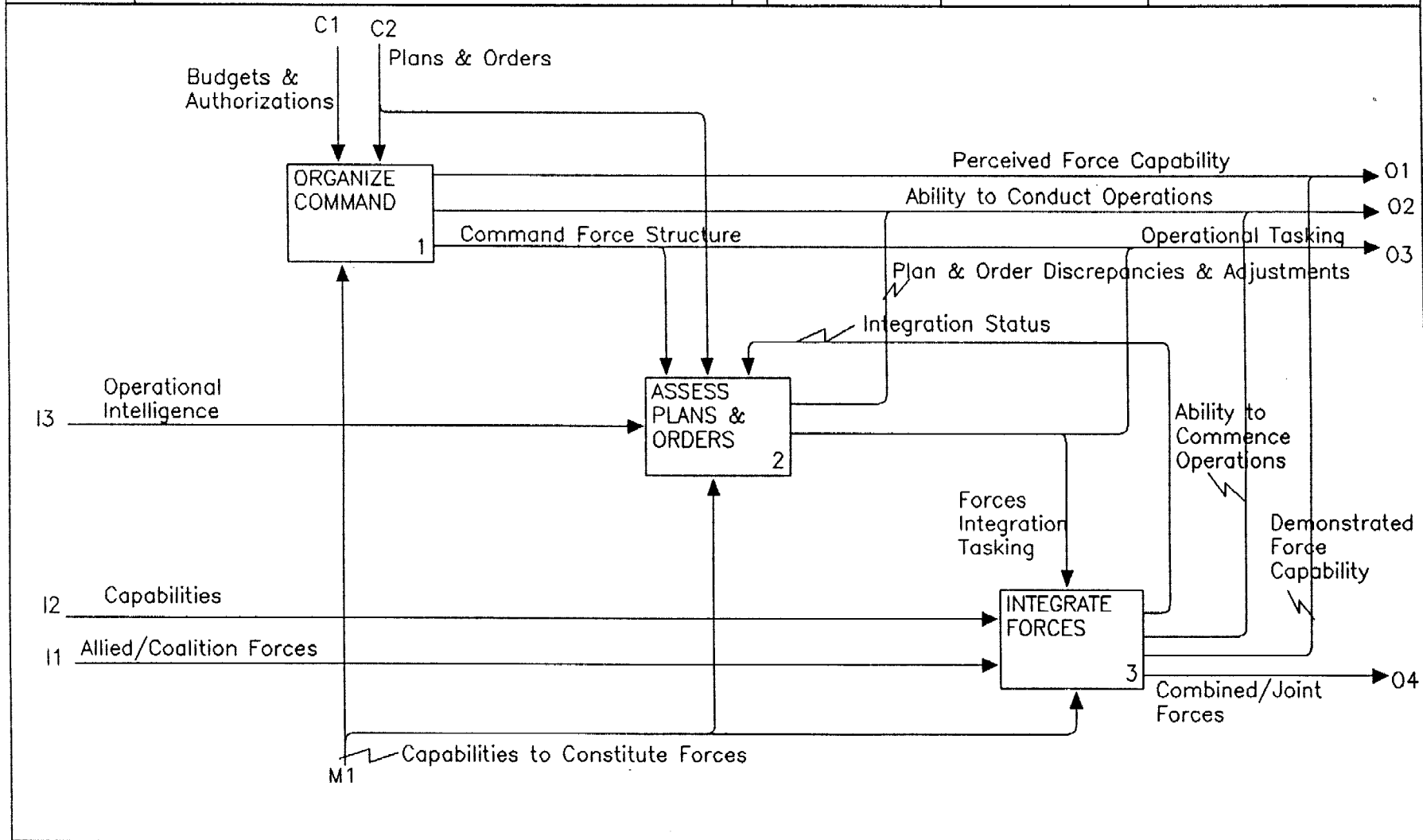
NODE: AS-IS/A4

TITLE: EMPLOY FORCES

NUMBER: DDI6

USED AT	AUTHOR : DDI	DATE: 11/05/92	X	WORKING	READER	DATE	CONTEXT	DDI6
	PROJECT : ENTERPRISE	REV. : 02/13/93		DRAFT				
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION				RECOMMENDED			
	NOTES : 1 2 3 4 5 6 7 8 9 10		PUBLICATION					
<p>A41 Constitute Forces</p> <p>This activity involves organizing a command or task force, and the assignment of units based on assigned tasks. In some cases, units are already assigned, and this activity involves the change of command assignment of organizations allocated to the operational command structure of a supported Commander in Chief (CINC), Joint Task Force commander, or other combatant commander within an assigned Area Of Responsibility (AOR).</p> <p>This activity also involves the assessment of plans, orders, and Rules Of Engagement (ROE) and the status of plan execution. Of particular importance is the arrival and integration of assigned units into the AOR as prescribed by the plan and as they are being deployed through the positioning activity, described earlier.</p> <p>Integration of units from multiple services results in a joint force, and integration of units from other countries results in a combined force. The combined force may include both allied and coalition forces.</p>								
NODE: AS-IS/A41T1			TITLE: CONSTITUTE FORCES				NUMBER: DDI17	

USED AT	AUTHOR : DDI PROJECT : ENTERPRISE COMPANY: DOD, DIRECTOR DEFENSE INFORMATION NOTES : 1 2 3 4 5 6 7 8 9 10	DATE: 11/05/92 REV. : 02/13/93	X	WORKING	READER	DATE	CONTEXT DDI6 <input type="checkbox"/> <input type="checkbox"/>
				DRAFT			
				RECOMMENDED			
				PUBLICATION			



NODE: AS-IS/A41

TITLE: CONSTITUTE FORCES

NUMBER: DDI17

USED AT	AUTHOR : DDI	DATE: 11/05/92	X	WORKING	READER	DATE	CONTEXT DDI6 <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	PROJECT : ENTERPRISE	REV. : 02/13/93		DRAFT			
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED			
	NOTES : 1 2 3 4 5 6 7 8 9 10			PUBLICATION			

A42 Provide Operational Intelligence

This activity identifies specific requirements for managing operational intelligence, collects raw intelligence from a variety of sources, fuses and analyzes the data, and distributes finished intelligence products to commanders, when, where, and in the form needed to support operations in the field.

Specific requirements for intelligence information are identified prior to and during operations. These include the enemy order-of-battle, intentions, facilities and installations, civilian populations, operational environments, and damage assessments. Intelligence capabilities at the national and theater levels are focused on the specific needs of the theater commanders.

Various collection assets are employed at the national and theater levels to gather human, communications, signal, and imagery data (raw intelligence). This data is fused and analyzed to produce finished intelligence products useful to commanders. Different sources are compared to evaluate estimates of the emerging situation until a level of certainty is reached.

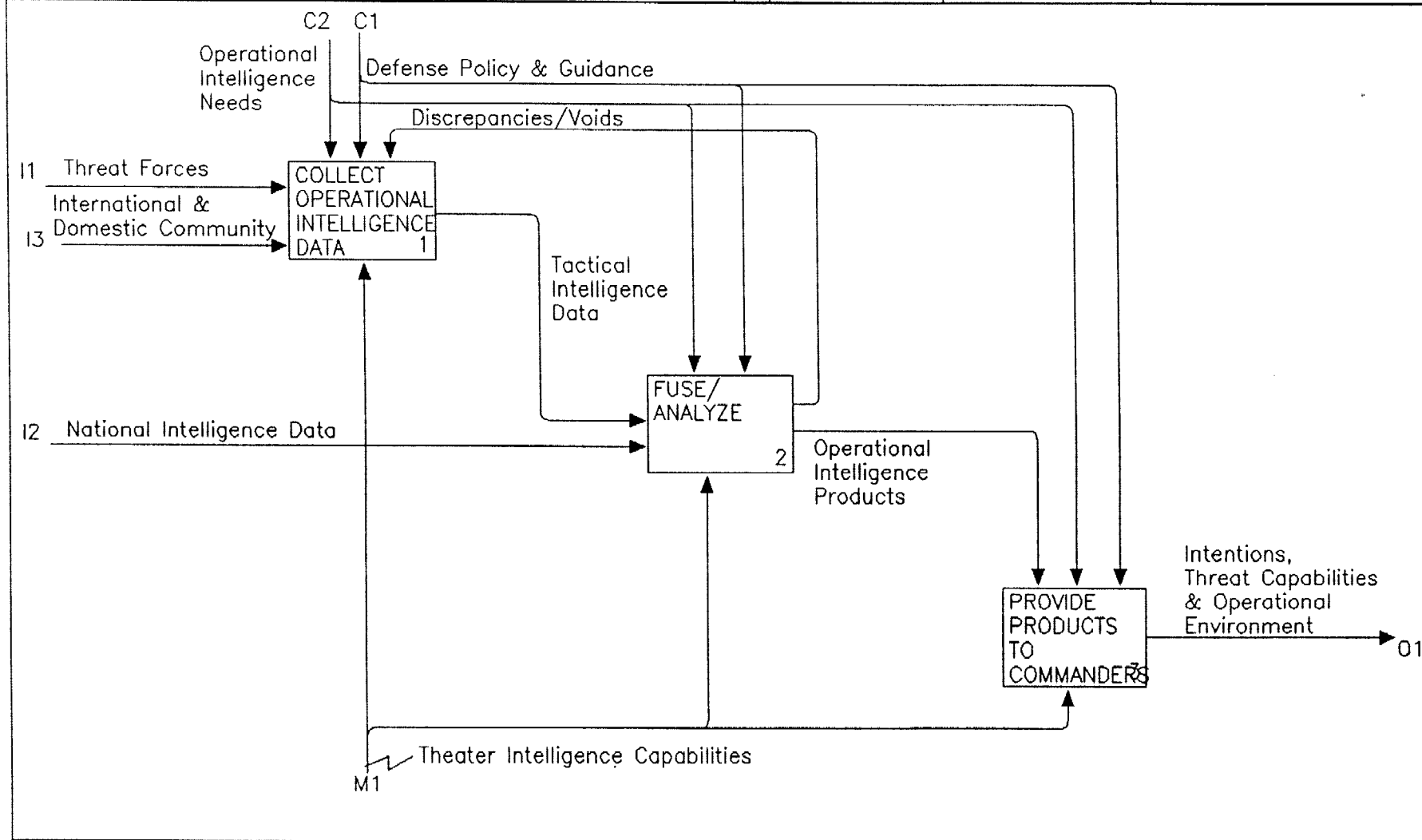
Finished intelligence products, including assessments and data necessary for conducting operations (e.g., targeting information) are provided to commanders in a timely and secure manner. Different media are used to present the information to maximize its utility.

NODE: AS-IS/A42T1

TITLE: PROVIDE OPERATIONAL INTELLIGENCE

NUMBER: DDI18

USED AT	AUTHOR : DDI	DATE: 11/05/92	X	WORKING	READER	DATE	CONTEXT DDI6 <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	PROJECT : ENTERPRISE	REV. : 02/17/93		DRAFT			
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED			
	NOTES : 1 2 3 4 5 6 7 8 9 10			PUBLICATION			



NODE: AS-IS/A42	TITLE: PROVIDE OPERATIONAL INTELLIGENCE	NUMBER: DDI18
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USED AT	AUTHOR : DDI	DATE: 11/05/92	X	WORKING	READER	DATE	CONTEXT	DDI6
	PROJECT : ENTERPRISE	REV. : 02/13/93		DRAFT				
	COMPANY: DOD, DIRECTOR DEFENSE INFORMATION			RECOMMENDED				
	NOTES : 1 2 3 4 5 6 7 8 9 10			PUBLICATION				

A43 Conduct Operations

This activity involves the conduct of major training exercises and operational missions. Exercises take place within the context of joint employment force structures and chains of command, and can include wargaming and simulation. This activity involves the evaluation of force readiness or organizational proficiency through tests and exercises to include field/fleet, command post, and deployment exercises.

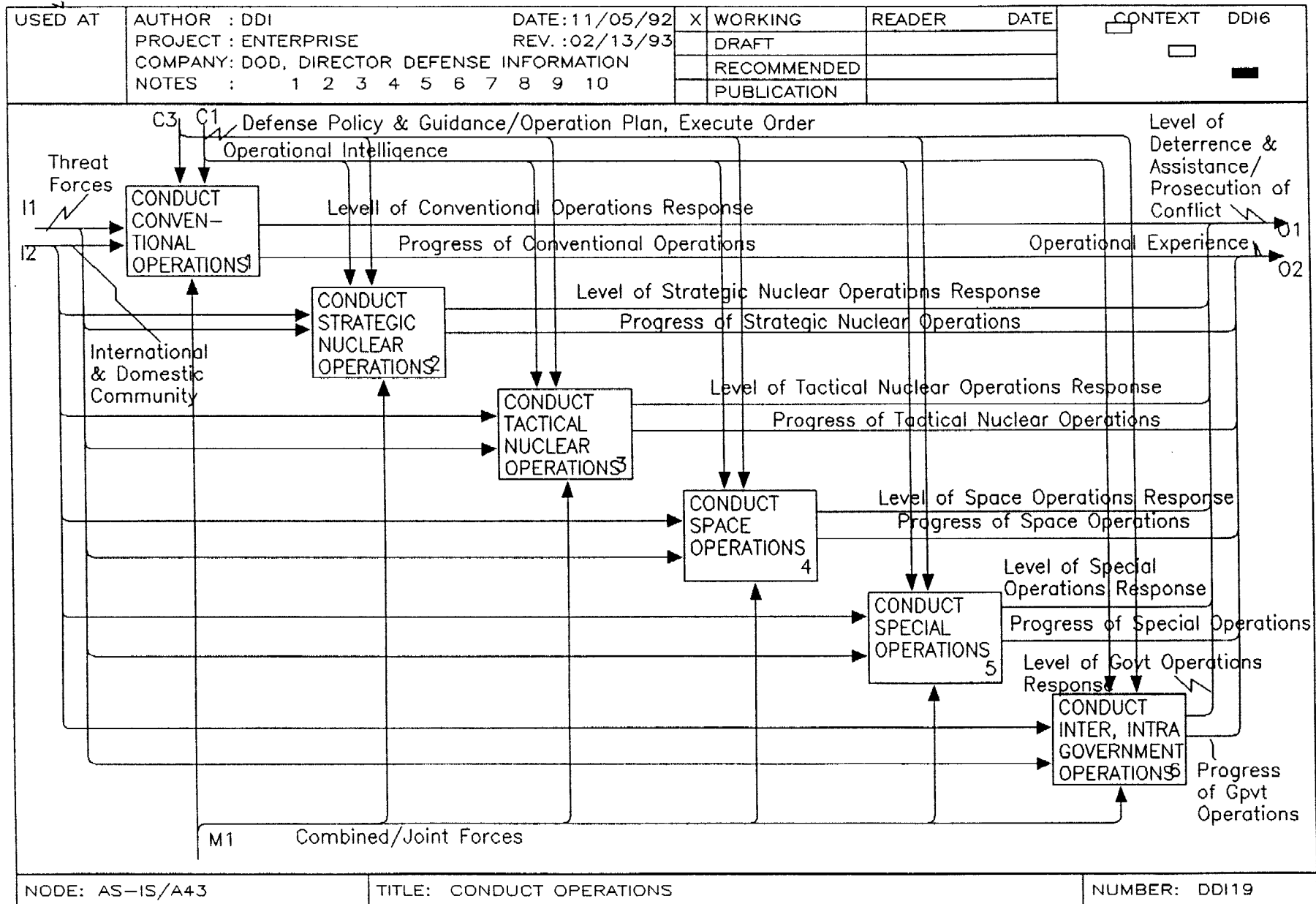
Operational missions are initiated by the NCA and involve executing the approved concept of operation and scheme of maneuver and fires (if applicable) embedded in the OPLAN, to include all the nested concepts developed and executed by subordinate commanders to achieve the mission objectives of the plan. There are attendant departmental/agency consequences in terms of increased workloads and other mobilization effects that are also captured in this activity.

Activities in this area are sometimes initiated at the direction of the President in concert with the Domestic Policy Council, and sometimes with the Governors of the States and Territories. This activity can involve the use of federal and National Guard forces to provide assistance at times of national disaster, to support federal, state and local infrastructure initiatives, and to control domestic violence.

NODE: AS-IS/A43T1

TITLE: CONDUCT OPERATIONS

NUMBER: DDI19



APPENDIX B
ACTIVITY MODEL GLOSSARY

APPENDIX B

ACTIVITY MODEL GLOSSARY

ABILITY TO COMMENCE OPERATIONS (A4, A41)

The capacity of forces and available support to initiate a military mission.

ABILITY TO CONDUCT OPERATIONS (A4, A41)

The capacity of forces and available support to execute a military mission.

ABILITY TO ENHANCE (A32)

The capability of the enterprise to improve the performance of assets. It includes the capability to provide training for individual skill advancement and career progression, and to refurbish and modify materiel and facilities to improve performance and functionality.

ABILITY TO MAINTAIN (A32)

The capability of the enterprise to care for people, materiel, and real property. It includes capabilities to feed, pay, clothe, shelter, and provide health services for military and civilian personnel; to perform preventative maintenance and repairs on materiel and real property; and to provide essential services in direct and indirect support of such activities.

ABILITY TO POSITION (A32)

The capability of the enterprise to deploy assets and units to designated mission locations, and to recover, account for, and redeploy personnel and materiel from the area of operation. It involves both inter- and intra-theater transportation. It includes the recurring peacetime movement of assets for unit replacement, support, or separation, as well as the movement of service members, their families, and their property.

APPENDIX B

ACTIVITY MODEL GLOSSARY

ABILITY TO SEPARATE (A32)

The capability of the enterprise to separate assets from US government control and accountability. encompasses all actions related to the demobilization of units and the separation of individual personnel (including retirement and death), materiel, facilities, and real estate.

ACQUISITION IMPLICATIONS (A0, A2, A21)

A measure of the contribution to the level of effort that can be expected from the activities and mechanisms that are involved in the acquisition of assets.

AGGREGATED CAPABILITY (A14)

Collective resources and assets that have the ability to perform a set of functions.

ALLIED ASSETS (A-0, A0)

The people, goods, and services of forces designated by treaty as aligned with the U.S.

ALLIED/COALITION FORCES (A-0, A0, A4, A41)

Military forces designated by treaty (Allied), or joined in a temporary alliance (Coalition) that are committed to a common course of action, usually under a unified chain of command.

APPARENT STATE OF SUPPORT READINESS (A3, A32)

Demonstrated capabilities to operate, maintain, enhance, position, and separate assets.

APPENDIX B ACTIVITY MODEL GLOSSARY

ASSESSMENT CAPABILITIES (A32)

The capability of the enterprise to evaluate the status of an organization's assets and the level of its capabilities to accomplish assigned missions. It usually involves an objective measurement of unit assets and a subjective assessment of the unit's capabilities.

ASSET CONDITION & CAPACITIES (A3, A31)

The state of fitness or readiness of available assets to achieve the designed/desired level of performance, along with the capacity to support (operate, maintain, enhance, position, and separate) and develop (integrate, train, and assess) the assets in a given period of time for the purpose of performing a military mission.

ASSET CONDITION & DEVELOPMENT CAPACITY (A3, A32)

The state of fitness or readiness of available assets to achieve the designed/desired level of performance, along with the capacity to develop (integrate, train, and assess) the assets in a given period of time for the purpose of performing a military mission.

ASSET CONDITION & SUPPORT CAPACITY (A3, A33)

The state of fitness or readiness of available assets to achieve the designed/desired level of performance, along with the capacity to support (operate, maintain, enhance, position, and separate) the assets in a given period of time for the purpose of performing a military mission..

ASSET DEFICIENCIES (A12)

People, goods, and services lacking in quantity or necessary quality.

APPENDIX B

ACTIVITY MODEL GLOSSARY

ASSET DESIGN (A2, A22, A23)

The translation of functional, technical, and physical specifications of an asset into drawings, blueprints, models, or other media that lead to production of the asset.

ASSET DISPOSITION (A3, A31, A32, A33)

A determination of how an asset will be used and whether any additional processing is required prior to its assignment to an individual, unit or organization. Such decisions are based on authorization, need, relative priorities, and capabilities and capacities both for supporting the asset and for integrating it into a broader set of capabilities.

ASSET LIMITATIONS (A12)

Constraints of people, goods, and services which are considered when the asset is planned for or used.

ASSET MANAGEMENT EXPERIENCE (A3, A31)

The collective knowledge and capabilities of the asset management structure to control the disposition of assets.

ASSET MANAGEMENT POLICY & GUIDANCE (A31)

Direction provided to asset managers regarding the control and disposition of assets, the determination of requirements for new/improved/replacement assets, and the mechanisms through which assets are managed.

APPENDIX B

ACTIVITY MODEL GLOSSARY

ASSET MANAGERS (A3, A31)

Organizations or individuals throughout the enterprise with the responsibility and authority to manage assets.

ASSET REQUIREMENTS (A2, A21, A22)

Broad functional and technical descriptions of the quantitative and qualitative need for the asset, which, when properly documented and authorized, lead to the acquisition of assets that form the basis for various capabilities.

ASSET SPECIFICATION (A2, A22, A23)

Documentation which defines the required technical characteristics of an asset, including its form, fit, and function, and the limits or tolerances within which the asset must be designed.

ASSET STATUS (A0, A2, A21, A3, A31)

The availability of people, goods, and services to perform its mission. Status can vary from fully mission ready to destroyed or separated. Status includes fitness, capacity, capability, and location.

ASSET TRANSITIONS (A31)

Changes in the status or state of an asset resulting from normal wear, maintenance, enhancement, assignment, disposition, positioning and separation, or other causes, including external events such as casualties, damage, or destruction resulting from hostile fire.

APPENDIX B

ACTIVITY MODEL GLOSSARY

ASSETS (A0, A3, A32)

People, goods, and services for which DoD expends monies to perform its mission, including research and development, materiel (such as weapon systems and software), people, information, funds, support services, facilities, and real estate. This includes obligation authorities for funds, the employment of personnel, the purchase or lease of materiel and services, and the internal generation of items that add value to the enterprise.

AUTHORIZATION TO IMPROVE (A32)

Approval to expend resources that have been allocated for the improvement of an asset, such as training for individual skill advancement and career progression, and the refurbishment and modification of materiel and facilities to improve performance and functionality.

AUTHORIZATION TO MAINTAIN (A32)

Approval to expend resources that have been allocated for the maintenance of an asset. This includes action to feed, pay, clothe, and provide shelter and health services for military and civilian personnel; to perform preventative maintenance and repairs on materiel and real property; and to provide essential services in direct and indirect support of such activities.

APPENDIX B ACTIVITY MODEL GLOSSARY

AUTHORIZATION TO POSITION (A32)

Approval to expend resources that have been allocated for the positioning of assets, usually as a means of providing or enhancing the capability of an organization at the receiving location. It includes the deployment of both individual assets and units to designated mission locations, and to recover, account for, and redeploy personnel and materiel from the area of operation. It involves both inter- and intra-theater transportation. It includes the recurring peacetime movement of assets for unit replacement, support, or separation, as well as the movement of service members, their families, and their property.

AUTHORIZATION TO SEPARATE (A32)

Approval to expend resources that have been allocated for the separation of assets from US government control and accountability. It includes the demobilization of units, individual personnel (including separation, retirement, and death), materiel, facilities, and real estate.

BALANCE OF REQUIREMENTS/AUTHORIZATION & ASSET LEVELS (A31)

The results of the analytical process involving the balancing of requirements, authorization levels, and asset levels, which contributes to changes in the allocation of resources and the acquisition of assets.

BUDGETS (A-0, A0)

Fiscal resources and financial plans needed to provide for the common defense

APPENDIX B

ACTIVITY MODEL GLOSSARY

BUDGETS AND AUTHORIZATIONS (A0, A1, A14, A2, A3, A4, A41)

Fiscal resources, financial plans, and approval needed to expend funds and implement the activities associated with providing for the common defense.

CAPABILITIES (A0, A1, A2, A21, A22, A23, A3, A33, A4, A41)

A defined set of ready assets that have been integrated to carry out one or more missions. It also includes the collective body of policies, doctrine, procedures, management tools, leadership skills, and other resources available to support DoD activities associated with providing for the common defense.

CAPABILITIES TO CONSTITUTE FORCES (A0, A4, A41)

Actions and decisions required to form a warfighting force consisting of people and equipment.

CAPABILITIES TO DETERMINE REQUIREMENTS (A1, A12)

The ability to identify doctrine, organizational, and resource needs necessary to provide for the common defense of the nation.

CAPABILITY ASSESSMENT (A12, A3, A33)

The evaluation of unit/organizational capability to accomplish assigned missions, as prescribed by appropriate readiness criteria. This can range from assessment of warfighting capabilities to the modeling of organization business processes. In all cases, the objective is to improve the processes used within the organization.

APPENDIX B

ACTIVITY MODEL GLOSSARY

CAPABILITY IMPLICATIONS (A0, A3)

A measure of the contribution to the level of effort that can be expected from the activities and mechanisms that support assets and develop capabilities.

CIVILIAN POPULATION (A0, A2, A23)

The current and projected future pool of manpower and skills that the DoD can draw upon to become military and government employees.

COMBINED/JOINT FORCES (A4, A41)

US and allied/coalition forces (Joint), or multi-service US forces (combined), working together toward a common military objective under a unified command structure.

COMMAND FORCE STRUCTURE (A41)

Numbers, size and composition of the units under the command of one individual that comprise Defense forces.

COMMITTED RESOURCE IMPLICATIONS (A1, A14)

The strategic and tactical impact of resources that have been apportioned to a military operation.

DEFENSE CAPABILITY REQUIREMENTS (A1, A12, A13)

The definition of needs to conduct or support defense activities.

APPENDIX B

ACTIVITY MODEL GLOSSARY

DEFENSE POLICY & GUIDANCE (A-0, A0, A1, A11, A14, A2, A21, A3, A32, A33, A4, A42)

Direction that sets goals and objectives; establishes rules, methods, and procedures; and enforces behavior to be used in conducting the activities of the Department of Defense.

DEMONSTRATED ABILITY (A3, A33)

A measure of the results of training applied to units/organizations in order to hone skills and capabilities essential to performing assigned missions or functions.

DEMONSTRATED FORCE CAPABILITY (A41)

Identifiable actions that a force or element of a force can successfully take in contributing to a military action.

DESIGN ALTERNATIVES (A22)

Design actions that result in different conceptual solutions to asset requirements.

DESIGN DEFICIENCIES (A22)

Problems in a design that are revealed in prototyping or other demonstrations and which lead to redesign or consideration of design alternatives.

DETAILED PLANNING GUIDANCE (A13)

Specific information that a member of DoD gives to subordinates to facilitate a thorough understanding of an assigned task, mission, attendant restrictions, and considerations so that a plan may be devised.

APPENDIX B ACTIVITY MODEL GLOSSARY

DIRECTION TO GATHER AND ANALYZE INTELLIGENCE (A11)

Authoritative guidance provided that directs that information be collected and assessed on foreign countries or areas.

DISCREPANCIES/VOIDS (A42)

Disparities in intelligence information and unfulfilled intelligence requirements that require resolution or identification.

DOCTRINAL GUIDANCE, FORCE STRUCTURES (A1, A12)

Directive information regarding the fundamental principles by which the military forces guide their actions in support of national defense specific to force structures.

DOCTRINAL DEFICIENCIES (A12)

Fundamental principles by which the military forces or elements thereof guide their actions in support of national defense that are lacking in necessary quality.

DOCTRINE ANALYSTS & TOOLS (A12)

DoD personnel assigned to assess doctrine and the means by which they conduct that assessment.

APPENDIX B

ACTIVITY MODEL GLOSSARY

DOCTRINE & FORCE STRUCTURE IMPLICATIONS (A1, A12)

The impact that specific doctrine and force structures have on the identification of requirements leading to the development of a plan.

DOCTRINE & PROCEDURES (A12)

Fundamental principles by which the military forces or elements thereof guide their actions in support of national defense and the means by which that doctrine is implemented.

DOCTRINE CHANGES (A12)

Modification of the fundamental principles by which military forces or elements thereof guide their actions in support of national military objectives.

DOCTRINE IMPLICATIONS (A12)

The strategic and tactical impact that developed doctrine has.

ENGINEERING & PRODUCTION EXPERIENCE (A2, A21)

The body of experience that results from involvement in the engineering and production phases of asset acquisition, and which can help to define improvements to the acquisition process.

APPENDIX B ACTIVITY MODEL GLOSSARY

ENGINEERING CONTRACTS (A2)

Workload in the engineering activity is influenced by the number and type of contracts that have been let for engineering support.

ENGINEERING EXPERIENCE (A2, A22)

The body of experience that results from involvement in the engineering phase of asset acquisition, and which can help to define improvements to the acquisition process.

ENHANCED ASSETS (32)

Assets that have undergone a process to improve their performance and are judged to be ready for integration into a broader set of capabilities, but which may first need to be positioned to permit such integration. The enhancements include training for individual skill advancement and career progression, and the refurbishment and modification of materiel and facilities to improve their performance and functionality.

ENTERPRISE

An organization that exists to perform a mission and to achieve specified objectives.

EXCESSES, SHORTFALLS & AVAILABILITIES (A31)

Assets that exceed authorizations or requirements, shortages of assets to meet authorizations or requirements, and assets that are available for disposition and assignment.

APPENDIX B

ACTIVITY MODEL GLOSSARY

EXECUTIVE & CONGRESSIONAL AUTHORITIES (A-0, A0, A1, A11)

Executive and Legislative Branch direction that affects the accomplishment of defense activities in support of providing for the common defense.

EXPERIENCED ASSETS (A0)

People, goods, and services that have attained a level of maturity in the function for which they have been designed to perform.

FEDERAL REGULATIONS (A0)

Body of law, regulation, policy, and standards that guide and control government and industry actions.

FORCE IMPLICATIONS (A0, A4)

The tactical and strategic impact of a developed force.

FORCE INTEGRATION GUIDANCE (A41)

Authoritative direction regarding forming organizational elements from individual military and civilian personnel and materiel items that have been assigned.

FORCE STRUCTURE IMPLICATIONS (A12)

The tactical and strategic impact of the structure of forces.

APPENDIX B

ACTIVITY MODEL GLOSSARY

FORCE STRUCTURING CAPABILITIES (A12)

Methods, tools, and techniques (including modeling and simulation) for sizing and shaping the force.

FOUNDATIONS OF NATIONAL STRATEGY (A11)

The established principles and authorities by which the National Security Council gives advise on integrating domestic, foreign, and military policies as they relate to national security.

FUNCTIONAL PROCESS IMPROVEMENT METHODS & TOOLS (A12)

The means and methodologies used in managing the data and information created, used, disseminated, and disposed by their functional activities and processes.

FUND, FUNDS, FUNDING

Money that is available for a specific purpose. Includes authority to obligate or commit such funds.

GEOPOLITICAL IMPLICATIONS (A11)

The anticipated impact on a military plan of foreign nation geographical and political situations that exist or are reasonably expected to exist.

GLOBAL DEFENSE ESTABLISHMENT IMPLICATIONS (A11)

Potential significance of relevant world-wide political, economic, and military establishments on the establishment of defense priorities and strategies.

APPENDIX B

ACTIVITY MODEL GLOSSARY

IMPROVEMENT PROGRESS (A32)

The status of asset enhancements/improvements, including a measurement of asset readiness and the ability of the enterprise to adhere to schedule and cost constraints.

INDUSTRIAL RESOURCES (A-0, A0, A2, A23)

All capabilities available from industry, including facilities, materials, people, technology, and services.

INITIAL TASKING (A13)

Direction that a commander provides early in a planning evolution specific to mission, assumptions, nuclear and chemical warfare, political considerations and tentative courses of action.

INSUFFICIENT CAPACITY (A31)

Lack of the capabilities needed to provide support called for in support and development decisions. Insufficient capacity may be due to current resource limitations, scheduling conflicts, organizational disruption, asset damage or downtime, and other causes. In general, asset dispositions are constrained by knowledge of overall support and development capacity, but specific resource conflicts may not appear until assignment is performed. The identification and description of insufficient capacity will lead to revised asset dispositions, or in the case of unresolved conflicts, to issues with capacities and assignments that are elevated for guidance and direction.

APPENDIX B

ACTIVITY MODEL GLOSSARY

INTEGRATION CAPABILITIES (A33)

The capability of the enterprise to form organizational elements from individual military and civilian personnel and materiel items that have been assigned to units, in order to establish a capability that is required for the accomplishment of missions related to the common defense.

INTEGRATION DEFICIENCIES (A33)

Deficiencies in unit/organizational asset status and proficiency to accomplish assigned missions that is attributed to the inadequate or incomplete integration of assets. Usually detected through assessment of the readiness of trained capabilities.

INTEGRATION STATUS (A41)

The current level of success regarding the intentional formulation of organizational elements from individual military and civilian personnel and materiel items that have been assigned.

INTELLIGENCE (A1, A11, A12, A13)

The product resulting from the collection, processing, integration, analysis, evaluation and interpretation of available information concerning foreign countries or areas.

INTENTIONS, THREAT CAPABILITIES & OPERATIONAL ENVIRONMENT (A42)

The supposition that a potential adversary will act in a certain way, their resources and assets that have the ability to perform militarily related functions, and the geographical and political operating environment of military significance that is disseminated to commanders derived from intelligence gathering.

APPENDIX B

ACTIVITY MODEL GLOSSARY

INTERNATIONAL & DOMESTIC COMMUNITY (A-0, A0, A4, A42, A43)

The aggregation of foreign and US bodies of government and related societies.

ISSUES WITH CAPACITIES & ASSIGNMENTS (A31)

Problems in fulfilling support and development decisions that cannot be remedied by changing asset dispositions or assignments, and must be addressed by changing plans or allocations. Examples include insufficient capacity, scheduling conflicts, lack of readiness to provide support, and other unresolved discrepancies.

KNOWLEDGE, SKILLS, ABILITIES, TECHNOLOGY & SCIENCE (A22)

The physical, technical, scientific, educational, intellectual, and other pertinent attributes associated with the development of an asset design.

LEVEL OF CONVENTIONAL OPERATIONS RESPONSE (A43)

Degree of non-nuclear military activity generated in response to an opponents adverse behavior against the interest of the United States.

LEVEL OF DETERRENCE & ASSISTANCE/PROSECUTION OF CONFLICT (A4, A43)

The degree of which Defense policies dissuade adversary actions against the U.S. national interests, provide military assistance to others, and allow for the execution of warfighting missions.

APPENDIX B

ACTIVITY MODEL GLOSSARY

LEVEL OF GOVERNMENT OPERATIONS RESPONSE (A43)

Degree of governmental agency activity generated in response to an opponents adverse behavior against the interests of the United States.

LEVEL OF RESPONSE (A0, A2)

The nature and degree of activity generated within and throughout the DoD in response to actual and potential threats, aggressions, and requests for assistance, including deterrence and activities perceivable by the enemy.

LEVEL OF SPACE OPERATIONS RESPONSE (A43)

Degree of operations that provide freedom of action in space for friendly forces while , when directed, denying it to an enemy in response to an opponents adverse behavior against the interest of the United States.

LEVEL OF SPECIAL OPERATIONS RESPONSE (A43)

The degree of the employment of specially trained, equipped, and organized DoD forces against strategic or tactical targets in pursuit of national, military, political, economic, or psychological objectives.

LEVEL OF STRATEGIC NUCLEAR OPERATIONS RESPONSE (A43)

The degree of the use of nuclear weapons intentionally employed against a selected series of vital targets that results in the destruction of the enemy's war-making capacity to the point where the enemy no longer has the ability or the will to fight, in response to an opponents adverse behavior against the interest of the United States.

APPENDIX B

ACTIVITY MODEL GLOSSARY

LEVEL OF TACTICAL NUCLEAR OPERATIONS RESPONSE (A43)

The degree of the use of nuclear weapons in support of operations which contribute to the accomplishment of a military mission of a limited scope in response to an opponents adverse behavior against the interest of the United States.

MAINTAINED ASSETS (A32)

Assets that are judged to be ready for integration into a broader set of capabilities, but which may first need to be positioned to permit such integration.

MAINTENANCE PROGRESS (A32)

The status of asset maintenance activities, including a measurement of asset readiness and the ability of the enterprise to adhere to schedule and cost constraints.

MILITARY & CIVILIAN PERSONNEL (A23)

Individuals who are in an active or reserve military status and civilians paid from appropriated or non-appropriated funds who work for the DoD in any of the DoD activities related to providing for the common defense.

MISSION CRITERIA (A33)

The body of doctrine, directives, plans, orders, standards, criteria, and other documentation that provides guidance, boundaries, goals, and objectives for training programs.

APPENDIX B

ACTIVITY MODEL GLOSSARY

NATIONAL ECONOMIC, POLITICAL & MILITARY ESTIMATES (A11)

The United States' assessment of the economic, political and military factors of pertinent countries throughout the world that significantly influence the establishment of national security priorities.

NATIONAL MILITARY INTELLIGENCE ESTIMATES (A11)

The United States' intelligence assessment on any foreign military or military-related situation or activity which is significant to military policy making or planning.

NATIONAL INTELLIGENCE DATA (A4, A42)

Elements of information concerning foreign countries or areas that covers broad aspects of national policy and national security, is of concern to more than one department or agency, and transcends the exclusive competence of a single department or agency.

NATIONAL MILITARY STRATEGY (A1, A12)

The art and science of using the nations armed forces, during peace and war, to secure national objectives.

NATIONAL MILITARY STRATEGY & POLICIES (A11)

The art and science of using the nations armed forces, during peace and war, to secure national objectives and the development of policies that act as the vehicle for expressing and guiding the strategy.

APPENDIX B

ACTIVITY MODEL GLOSSARY

NATIONAL SECURITY STRATEGY (A11)

The aggregation of the national defense and foreign relations of the United States, using the political, economic and psychological powers of the US, together with its armed forces, during peace and war, to develop: a military or defense advantage over a foreign nation or group of nations; a favorable foreign relations position; a defensive posture capable of successfully resisting hostile or destructive action.

NEW ASSETS (A0, A2, A23)

Assets that are newly acquired by the Department of Defense to perform its mission, including research and development, materiel (such as weapon systems and software), people, information, funds, support services, facilities, and real estate. This includes obligation authorities for funds, the employment of personnel, purchase or lease of materiel and services, and the internal generation of items that add value to the enterprise.

OBLIGATIONAL AUTHORITY & AUTHORIZATION (A1, A14)

The vested ability to make a decision that commits DoD resources to be acquired or used.

ON-GOING INTELLIGENCE NEEDS (A4)

The continuous requirement to provide a commander the information that results from collection, processing, integration, analysis, evaluation and interpretation of available information concerning foreign countries or areas.

OPERATING STATUS (A33)

The actual condition of the sustaining base capability.

APPENDIX B

ACTIVITY MODEL GLOSSARY

OPERATION PLAN, EXECUTE ORDER (A4, A43)

A plan for a single or series of connected operations to be carried out simultaneously or in succession that are initiated by an execution order that authorizes the commencement of a military operation.

OPERATIONAL EXPERIENCE (A0, A1, A11, A12, A13, A2, A21, A3, A4, A43)

Actual experience obtained from the conduct of defense activities, including successes and failures in military operations, enabling the ability to produce, buy, and recruit suitable assets, and the capability to deploy and employ forces in support of military missions.

OPERATIONAL EXPERIENCE WITH EXISTING PROGRAMS (A14)

Actual experience with existing defense-related programs obtained from the conduct of defense activities, including successes and failures in military operations, enabling the ability to produce, buy, and recruit suitable assets, and the capability to deploy and employ forces in support of military missions.

OPERATIONAL INTELLIGENCE (A4, A41, A43)

Information gathered about a foreign country or area required for planning and executing a military mission.

OPERATIONAL INTELLIGENCE NEEDS (A4, A42)

The requirement to provide an information product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas required by a commander for planning and executing military missions.

APPENDIX B

ACTIVITY MODEL GLOSSARY

OPERATIONAL INTELLIGENCE PRODUCTS (A42)

The analyzed output of information gathered about a foreign country or area required for planning and executing a military mission that is disseminated to commanders to aid in the assessment of threat intentions, capabilities, and operational environment, and the conduct of operations.

OPERATIONAL TASKING (A4, A41)

Direction that is issued by an authority that specifies assigned work that directly supports the accomplishment of military missions.

ORDERS (A13)

Specific direction given by an authority that guides the actions of DoD forces during the execution of a military mission.

ORGANIZATION LIMITATIONS (A12)

Constraints inherent in the people or equipment of an organization that contribute to identifying the effectiveness of the organization.

ORGANIZATION STRUCTURE DEFICIENCIES (A12)

Weapons, people, supplies, and facilities that are required for the formulation of an military organization that are lacking in quantity or necessary quality.

APPENDIX B ACTIVITY MODEL GLOSSARY

ORGANIZATION STRUCTURE REQUIREMENTS (A12)

The identification of weapons, people, supplies, and facilities that are required for the formulation of an military organization.

ORGANIZATION STRUCTURES (A12)

The structuring of people, goods, and services into operational forces.

PERCEIVED FORCE CAPABILITY (A4, A41)

The cognitive impression of a force's ability to successfully execute military missions.

PLAN AND ORDER DISCREPANCIES & ADJUSTMENTS (A41)

Identified deficiencies in an existing military or national plan or order that produces the requirement to reassess and revise the plan or order.

PLANNED CAPABILITIES (A1, A13, A14)

Identified resources that have been deemed necessary in order to accomplish the objectives of a plan.

PLANNING CAPABILITIES/JOINT STRATEGIC PLANNING SYSTEM (A1, A13)

JSPS is the formal means by which the Chairman, Joint Chiefs of Staff (CJCS) discharges his responsibility to give strategic plans and direction to the Armed Forces and to interact with the PPBS.

APPENDIX B

ACTIVITY MODEL GLOSSARY

PLANNING GUIDANCE (A1, A12, A13)

Direction provided to planners by higher level authorities within DoD.

PLANS (A13)

A method for achieving an end. In the DoD context, a plan is normally assumed to be the aggregation of need determinations that are expressed in a context of a definable requirement or mission to which a civilian or military authority can formulate a course of action that will allow that authority to fulfill the requirement.

PLANS & ORDERS (A1, A13, A4, A41)

Operational and support plans and attendant orders that implement policy and guidance.

POSITIONED ASSETS (A32)

Assets that are judged to be ready for integration into a broader set of capabilities and have been positioned to permit such integration. Positioned assets include those that have been properly maintained and that may have undergone a process to improve their performance. The positioning of assets involves their physical relocation in accordance with plans, requirements, and asset disposition and assignment decisions; it involves both inter- and intra-theater transportation; and it includes the recurring peacetime movement of assets for unit replacement, support, or separation, as well as the movement of service members, their families, and their property.

POSITIONED CAPABILITIES (A14)

Assets that are geographically located to perform a military mission.

APPENDIX B ACTIVITY MODEL GLOSSARY

POSITIONED CAPABILITIES/COMBINED/JOINT FORCES (A43)

Assets that are geographically located to perform a military mission.

POSITIONING PROGRESS (A32)

The status of asset positioning activities, including a measurement of asset readiness and the ability of the enterprise to adhere to schedule and cost constraints.

PRODUCTION CONTRACTS (A2)

Workload in the activities involved in producing assets is influenced by the number and type of contracts that have been let for production support.

PRODUCTION EXPERIENCE (A23)

The body of experience that results from involvement in the production phase of asset acquisition, and which can help to define improvements to the acquisition process.

PRODUCEABILITY ISSUES (A2, A22)

Problems identified in the production of assets according to engineering specification and design criteria, and which can be used to improve the engineering activity.

PROGRAM BASELINES (A14)

A definition of a program which forms the basis for its approval and control.

APPENDIX B

ACTIVITY MODEL GLOSSARY

PROGRAM DEFINITIONS (A21)

The program management level of detail that is prepared for inclusion in program guidance for the acquisition of new or replacement people, materiel, systems, goods, and services, including recommended/requested programmatic milestones and funding.

PROGRAM GUIDANCE (A2, A21, A22, A23)

Directives and asset requirements for the implementation of a program to acquire new or replacement people, materiel, systems, goods, and services. It includes the assignment of lead and supporting service, agency, command, and unit responsibilities, and it establishes programmatic milestones and funding authority.

PROGRAM REQUIREMENTS (A21)

The functional and technical parameters of a defined program that are to be satisfied through the DoD acquisition process.

PROGRAM STATUS (A21)

Feedback on positive and negative aspects of ongoing programs, to permit program redefinition or other adjustment, when such actions will benefit the acquisition process.

PROGRAMMED DEFENSE CAPABILITIES (A0, A1, A14, A2, A21)

Defense requirements that result from the assessment of the world situation, expressed through Executive and Congressional authorities that plan for and resource DoD capabilities necessary to prosecute the defense of the nation.

APPENDIX B

ACTIVITY MODEL GLOSSARY

PROGRESS OF CONVENTIONAL OPERATIONS (A43)

Degree of success of non-nuclear military activity generated in response to an opponents adverse behavior against the interest of the United States.

PROGRESS OF GOVERNMENT OPERATIONS (A43)

Degree of success of governmental agency activity generated in response to an opponents adverse behavior against the interest of the United States.

PROGRESS OF OPERATIONS (A4)

The degree of success of a military operation.

PROGRESS OF SPACE OPERATIONS (A43)

Degree of the success of operations that provide freedom of action in space for friendly forces while , when directed, denying it to an enemy in response to an opponents adverse behavior against the interest of the United States.

PROGRESS OF SPECIAL OPERATIONS (A43)

The degree of success of the employment of specially trained, equipped, and organized DoD forces against strategic or tactical targets in pursuit of national, military, political, economic, or psychological objectives.

APPENDIX B

ACTIVITY MODEL GLOSSARY

PROGRESS OF STRATEGIC NUCLEAR OPERATIONS (A43)

The degree of success of the use of nuclear weapons intentionally employed against a selected series of vital targets that results in the destruction of the enemy's war-making capacity to the point where the enemy no longer has the ability or the will to fight, in response to an opponents adverse behavior against the interest of the United States.

PROGRESS OF TACTICAL NUCLEAR OPERATIONS (A43)

The degree of the success of nuclear weapons in support of operations which contribute to the accomplishment of a military mission of a limited scope in response to an opponents adverse behavior against the interest of the United States.

PROPOSALS (A2, A21)

Detailed plans submitted to the DoD by companies in the private sector in response to Requests for Proposals by DoD contracting officers. The proposals define the manner in which the private sector company proposes to satisfy the specified DoD requirement, including time, level of effort, and cost.

READINESS ASSESSMENT (A33)

The evaluation of unit/organizational readiness to accomplish assigned missions, as prescribed by appropriate readiness criteria.

APPENDIX B

ACTIVITY MODEL GLOSSARY

READINESS CRITERIA (A33)

The body of doctrine, directives, plans, orders, standards, criteria, and other documentation that provide guidance, boundaries, goals, and objectives for unit/organizational readiness.

READINESS, MODERNIZATION, SUSTAINMENT, FORCE STRUCTURES (A14)

The four major elements of "military capability", which is the ability to achieve a specified wartime objective are: Readiness is the ability of forces, units, weapon systems, or equipments to deliver the outputs for which they were designed including the ability to deploy and employ without unacceptable delays. Modernization is the technical sophistication of forces, units, weapon systems, and equipment. Sustainment is the ability to maintain the necessary level and duration of operational activity to achieve military objectives. Force structure is the number, size, and composition of units that comprise our Defense forces. These four elements are the criteria for balancing and approving defense programs.

READY ASSETS (A3, A32, A33)

Assets that have been properly maintained and positioned to permit their integration with other ready assets to form broader capabilities in support of specified missions.

READINESS TO COMMENCE OPERATIONS (A4)

The immediate ability to carry out a military action of a strategic, tactical, service, training, or administrative military mission.

APPENDIX B

ACTIVITY MODEL GLOSSARY

REPLANNING REQUIREMENTS (A13)

The need to revise previous planning in order to respond to unforeseen events or surmount unsuccessful execution of a previous plan.

RESEARCH RESULTS (A22)

Basic and applied knowledge that is of potential use in designing and developing assets, including knowledge and skills that could perform generic functions:

RESOURCE SHORTFALLS (A1, A13, A14)

Identified deficiency in the number of people, goods, or services required to fully prosecute a military mission or support requirement. A shortfall does not necessarily preclude the successful accomplishment of a mission but effects the planning process by imposing less than optimum assets thereby potentially increasing the risk which a commander will face.

RESOURCES

The funds, facilities, industrial base, materiel, people, and other assets and capabilities available to produce assets.

SELECTED COURSES OF ACTION (A13)

Plans that would accomplish, or are related to the accomplishment of a mission.

APPENDIX B

ACTIVITY MODEL GLOSSARY

SENIOR DEFENSE LEADERSHIP, POLICY/INTELLIGENCE ANALYSTS (A1, A11)

Civilian and military personnel within DoD that have been vested with the responsibility to approve policy that has the potential to effect a wide array of DoD actions. Civilian and military personnel within DoD who are vested with the responsibility of assessing National and Defense policies that contribute to the establishment of national security priorities and Defense priorities and strategies. Civilian and military personnel within DoD who are vested with the responsibility of providing intelligence assessments that contribute to high level decision making regarding the current and projected disposition of DoD resources.

SEPARATED ASSETS (A-0, A0, A3, A32)

Assets which have been eliminated from the defense inventory. This includes assets that are no longer need to fulfill the defense mission, are obsolete, are damaged beyond repair, or meet other specified separation criteria, and have been selected to be eliminated from the inventory. Such assets are not subject to recall, but may be tracked by the government to satisfy statutory or regulatory mandates.

SEPARATION PROGRESS (A32)

The status of asset separation activities, and the final disposition of the asset.

STATE OF THE ART (A2, A22)

The highest level of development, as of a device or technique, that has been achieved in science or industry at any particular time.

APPENDIX B

ACTIVITY MODEL GLOSSARY

STRATEGIC IMPLICATIONS (A0, A1, A11)

Possible significance of an event stemming from a broad military, diplomatic, economic, psychological or other related decision.

STRATEGIC MILITARY OPTIONS (A11)

Achievable military options that result in the execution of a military mission directed against enemy targets with the purpose of destroying the enemy's war-making capacity and his will to make war.

SUPPORT & DEVELOPMENT DECISIONS (A31)

Decisions made by DoD asset managers regarding the support (maintenance, enhancement, positioning, separation) and development (integration, training, separation) of assets to meet requirements.

SUPPORT SYSTEMS, EQUIPMENT, FACILITIES, PERSONNEL, ETC. (A3, A32)

The support systems, equipment, facilities, personnel, and other capabilities used to maintain, enhance, position or separate DoD assets at any point in their life-cycle.

SUSTAINING BASE CAPABILITIES (A3, A33)

The infrastructure, including bases, depots, and systems, that is used to provide support to all DoD activities.

APPENDIX B

ACTIVITY MODEL GLOSSARY

TACTICAL DATA (A42)

The communications, electronic signals, human and any other sources of data that is collected concerning foreign countries or areas for use by tactical commanders.

TASKING GUIDANCE (A13)

Upon identification of missions and objectives, direction which is issued by an authority which specifies assigned work leading to development of courses of action and plans.

TASKINGS (A41)

Direction issued by a commander that assigns work to support the accomplishment of an objective or goal.

TEST PLANS (A22)

Documentation developed as a part of program guidance to establish criteria and timing for the testing of newly-designed assets, to demonstrate or determine their compliance with specification.

TEST RESULTS (A22)

The documented outcome of tests, qualifications, certifications, demonstrations, and other means to measure compliance with specifications. The comparison of measured outcomes to the designed or planned consequence.

APPENDIX B

ACTIVITY MODEL GLOSSARY

THEATER INTELLIGENCE CAPABILITIES (A42)

The facility or potential to provide necessary intelligence.

THREAT FORCES (A-0, A0, A4, A42, A43)

Enemy forces.

TOTAL PROGRAM IMBALANCES (A14)

Programs and budgets that do not contain sufficient resources or funds to meet the program objectives.

TRAINED CAPABILITIES (A33)

Ready assets that have been integrated to form broader capabilities, and which have received training according to appropriate mission criteria to prepare them for the accomplishment of missions related to the common defense.

TRAINING CAPABILITIES (A33)

The capability of the enterprise to train organizational elements according to appropriate mission criteria, prepare them for the accomplishment of missions related to the common defense.

APPENDIX B

ACTIVITY MODEL GLOSSARY

TRAINING DEFICIENCIES (A33)

Deficiencies in unit/organization asset status and proficiency to accomplish assigned missions that is attributed to inadequate or incomplete training. Usually detected through assessment of the readiness of trained capabilities.

UNACHIEVABLE FORCE STRUCTURES (A12)

The number, size, and composition of units that are unattainable.

UNACHIEVABLE POLICIES (A1, A11, A12)

High level overall plans embracing general goals and procedures which is not able to be implemented.

UNACHIEVABLE REQUIREMENTS (A1, A12, A13)

Needs which are not able to be satisfied.

UNATTAINABLE OBJECTIVES (A13)

Desired aims or goals that are not able to be met.

UNEXECUTABLE COURSES OF ACTION (A13)

Plans that would accomplish, or are related to the accomplishment of a mission that are not able to be executed.

APPENDIX B

ACTIVITY MODEL GLOSSARY

UNEXECUTABLE DOCTRINE (A12)

Fundamental principles by which the military forces or elements thereof guide their actions in support of national defense which are not able to be executed.

VALIDATED ASSET REQUIREMENTS (A21)

Asset requirements that have been judged to be valid in terms of asset status (need) and design and product development experience (feasibility), but which still need to be defined and justified in terms of cost (time and money) and benefit prior to a decision on acquisition.

WORLD SITUATION (A-0, A0, A1, A11)

Political, economic, military, and environmental circumstances that form the context for defense decisions and plans. The World Situation includes public opinion, expectations of results arising from the application of military capabilities, and perceptions of acceptable military behavior.

APPENDIX C
THE DATA MODEL

THE DATA MODEL

The data component of the DoD Enterprise Model is presented in this appendix in a set of diagrams in IDEF1X format (two high-level diagrams followed by a series of twelve individual entity "views"), plus one supplementary report.

The first diagram, "Strategic Level Relationship Data Model," reflects the strategic entity-relationship diagram presented in Section 5 in IDEF notation. One should note that virtually all of the relationships portrayed in this diagram are of a "many-to-many" nature. This means that many items of data in one entity can be related to many items of data in another entity. For instance, we know that people (PERSON entity) can be related to many ORGANIZATIONS, e.g., people are employed by businesses, belong to civic organizations, and train in schools. One should also note that the entity names presented in the Data Model are singular in nature, in keeping with proper data modeling protocols, e.g., PERSON is the name of the entity represented earlier as the "People" data bucket.

The second high-level diagram, found on page C-4, introduces the concept of "intersecting" entities, which are necessary in data modeling to reduce the many-to-many relationships to sets of one-to-one relationships that describe how specific items are associated with each other. For example, the intersecting entity PERSON-ORGANIZATION allows us to associate a person "Jane Doe" with her employer "DISA," a specific agency within the DoD.

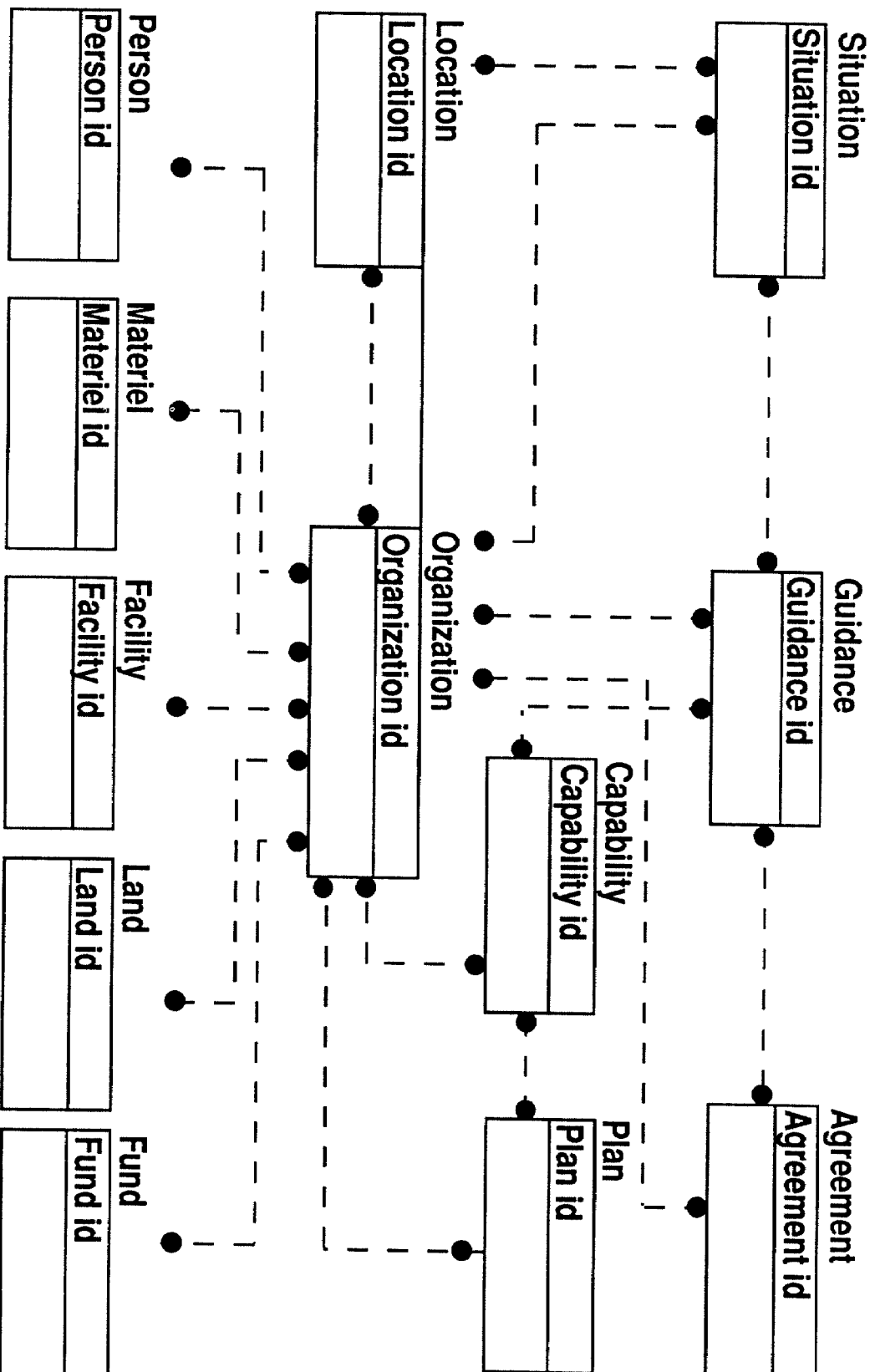
Following the second high-level diagram is a series of IDEF1X Entity-Relationship (E-R) diagrams which represent a "view" of each of the strategic entities in the Data Model. Each of these diagrams, presented in alphabetical order on pages C-5 through C-16, reflect:

- a strategic entity (the high-level entities represented earlier as "data buckets" in this report);
- subtype entities of that strategic entity (rounded rectangles in a "tree structure" with a circle on top); and
- intersecting entities (also rounded rectangles) between the central strategic entity of each view and the other strategic entities in that view, i.e., any strategic entity which has a direct relationship with the central entity.

The final portion of this appendix presents Intersecting Entity descriptions which further explain the business purposes of each of the intersecting entities and their relationships contained in this model.

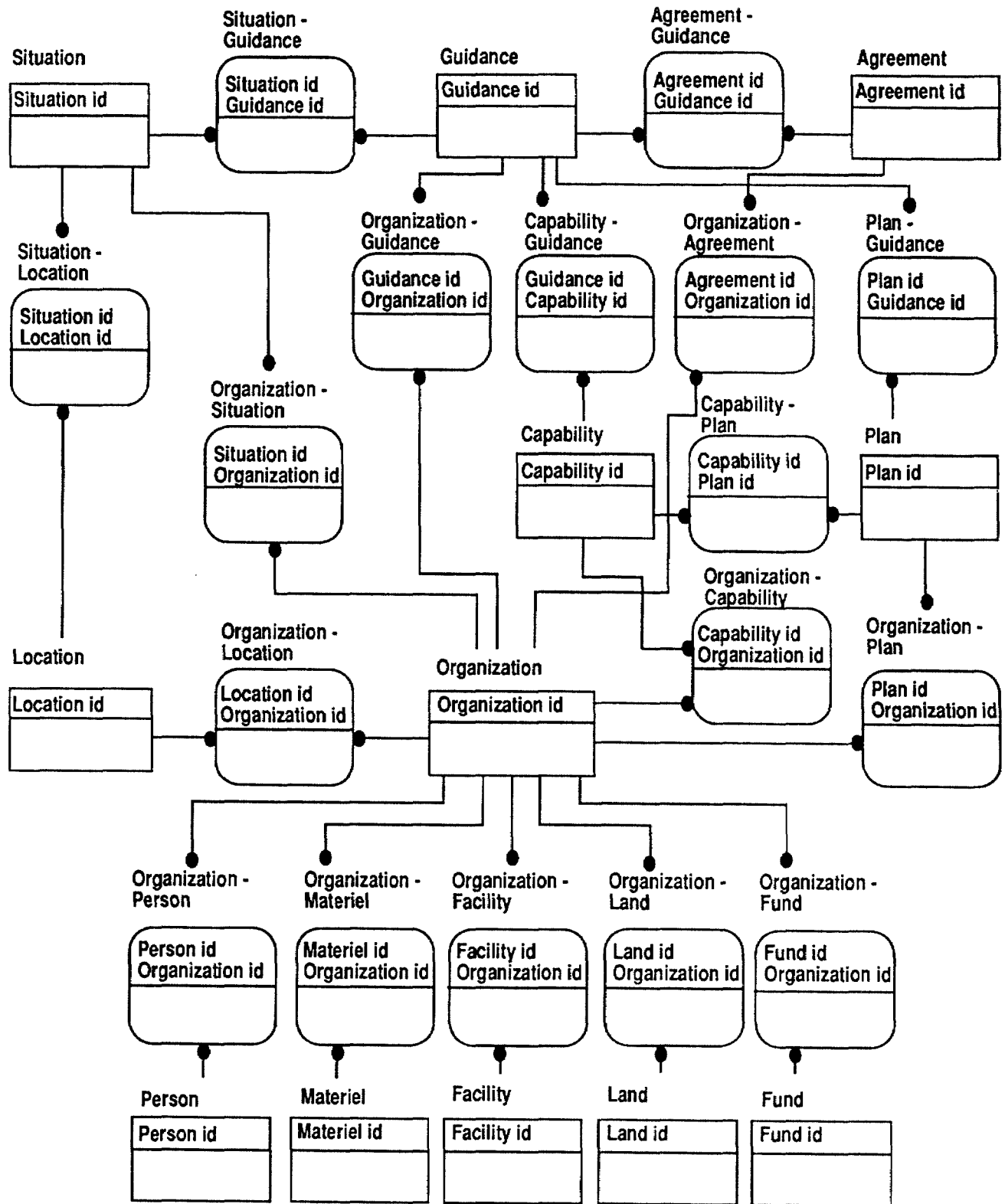
STRATEGIC LEVEL RELATIONSHIP DATA MODEL

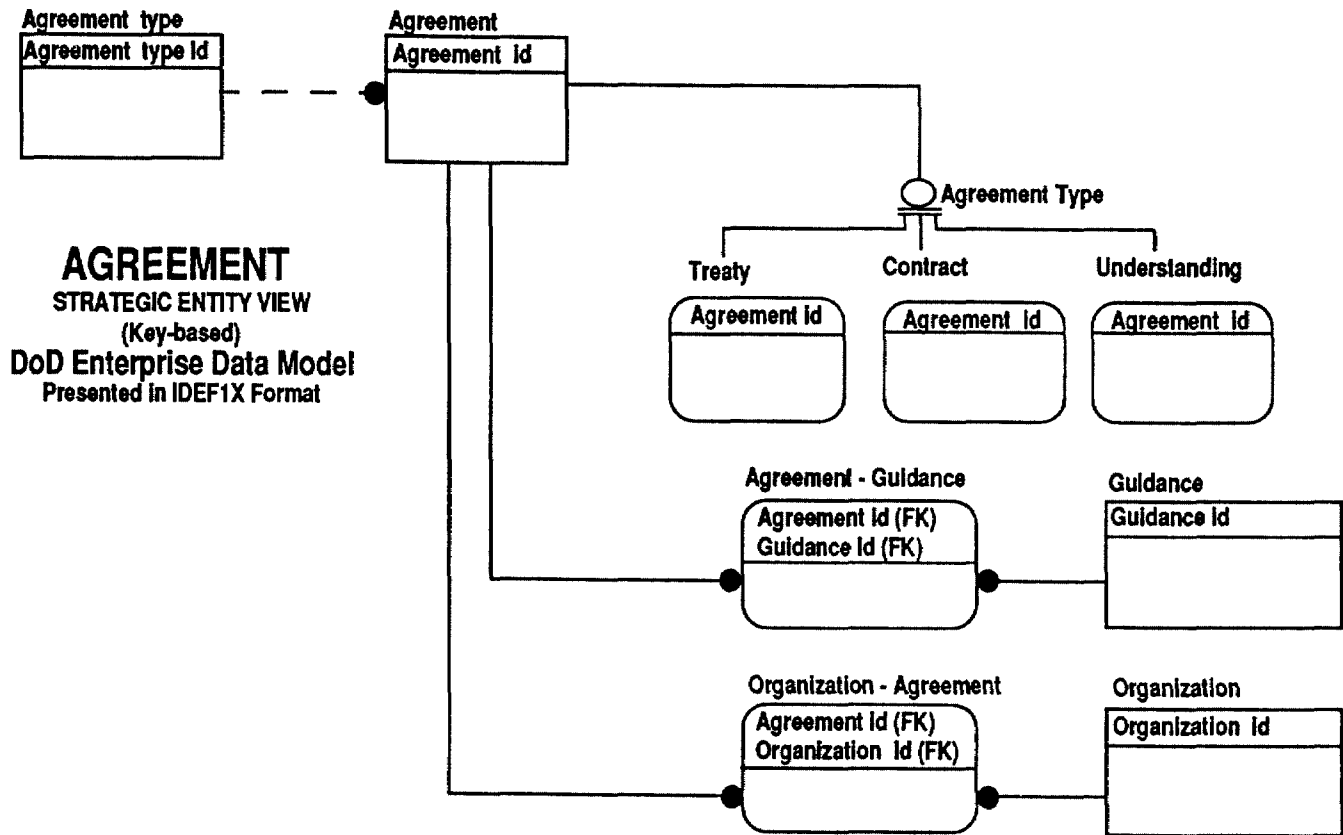
(Key-based)

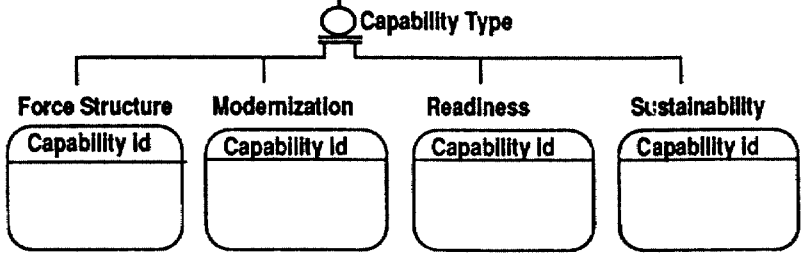
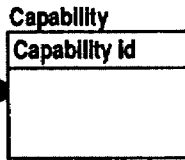
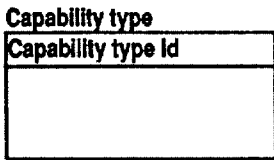


STRATEGIC LEVEL RELATIONSHIP DATA MODEL

(Key-based Showing Intersecting Entities)

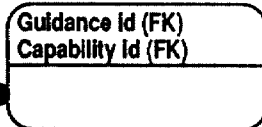




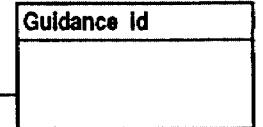


CAPABILITY
 STRATEGIC ENTITY VIEW
 (Key-based)
 DoD Enterprise Data Model
 Presented in IDEF1X Format

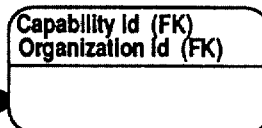
Capability - Guidance



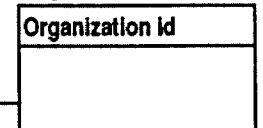
Guidance



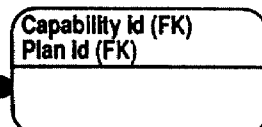
Organization - Capability



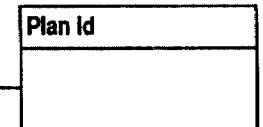
Organization

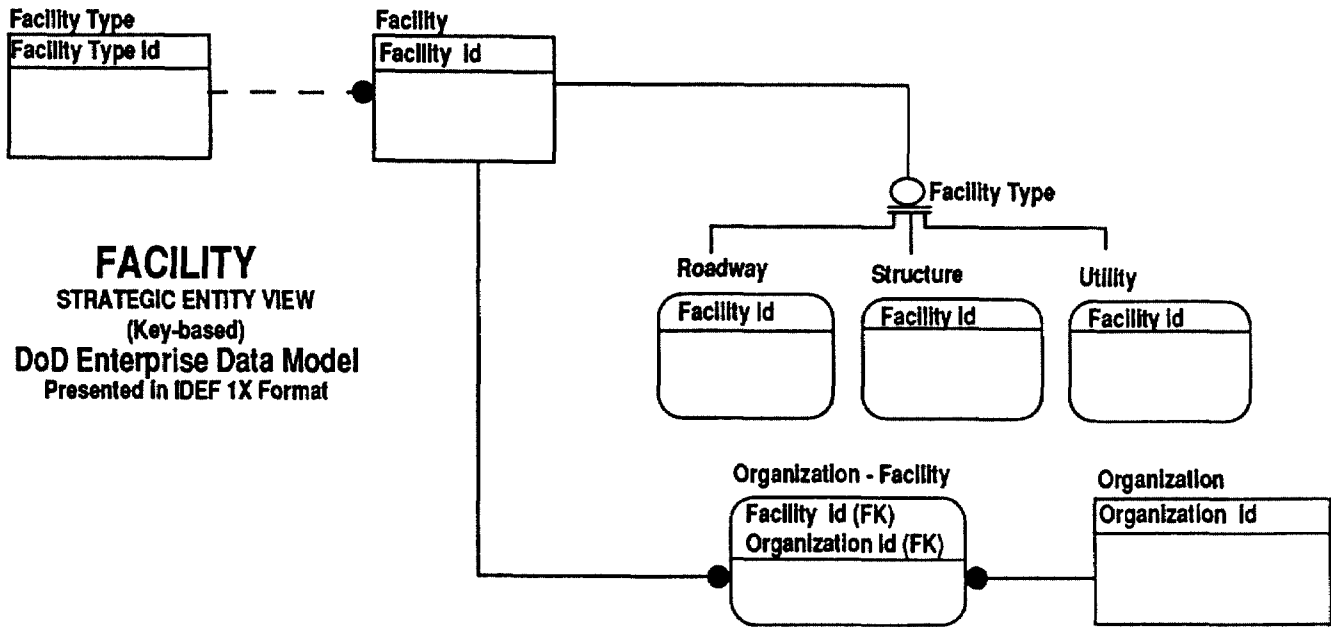


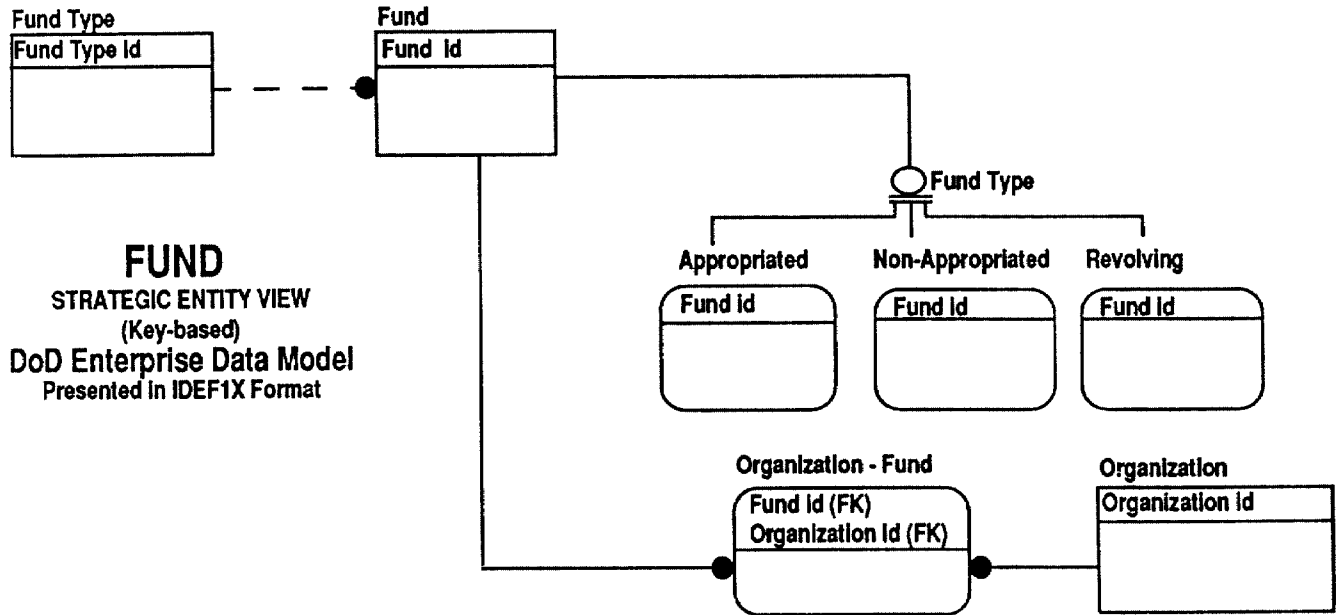
Capability - Plan

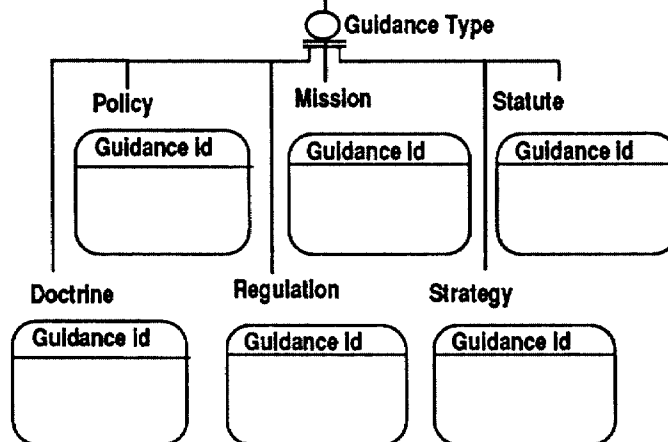
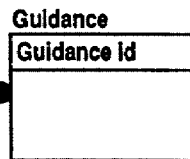
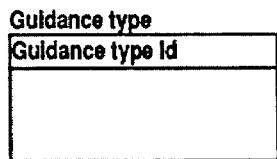


Plan



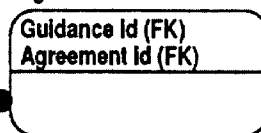




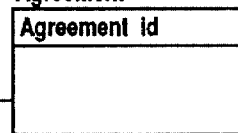


GUIDANCE
 STRATEGIC ENTITY VIEW
 (Key-based)
 DoD Enterprise Data Model
 Presented In IDEF1X Format

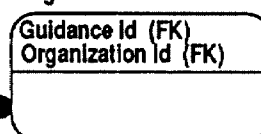
Agreement - Guidance



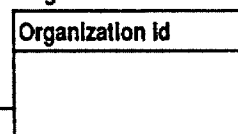
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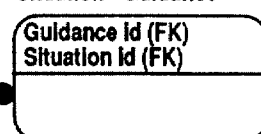
Organization - Guidance



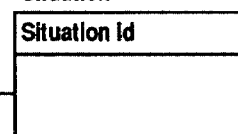
Organization



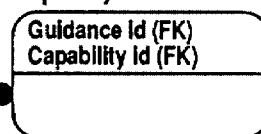
Situation - Guidance



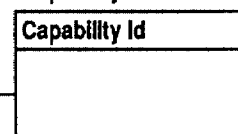
Situation



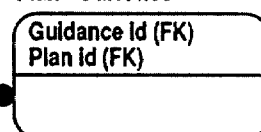
Capability - Guidance



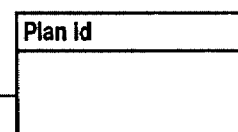
Capability

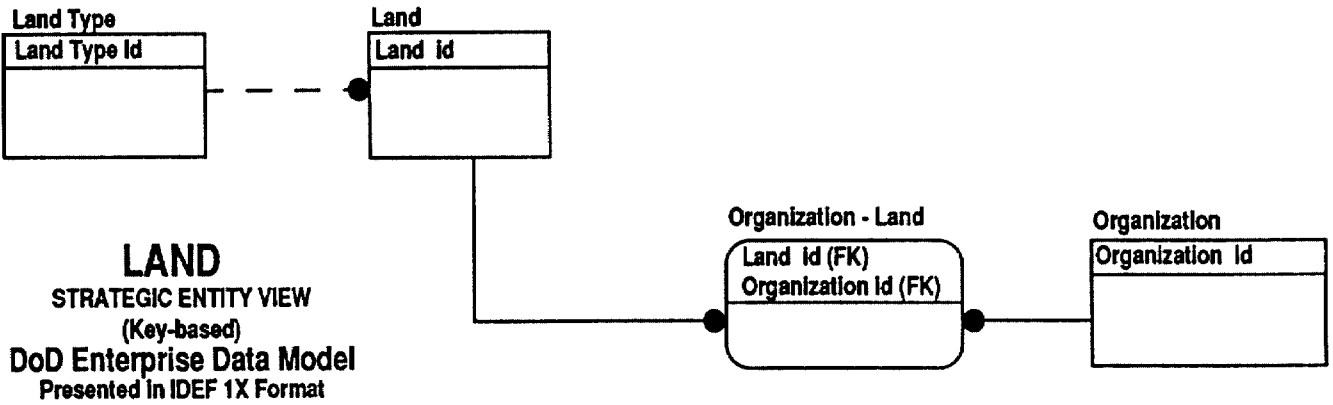


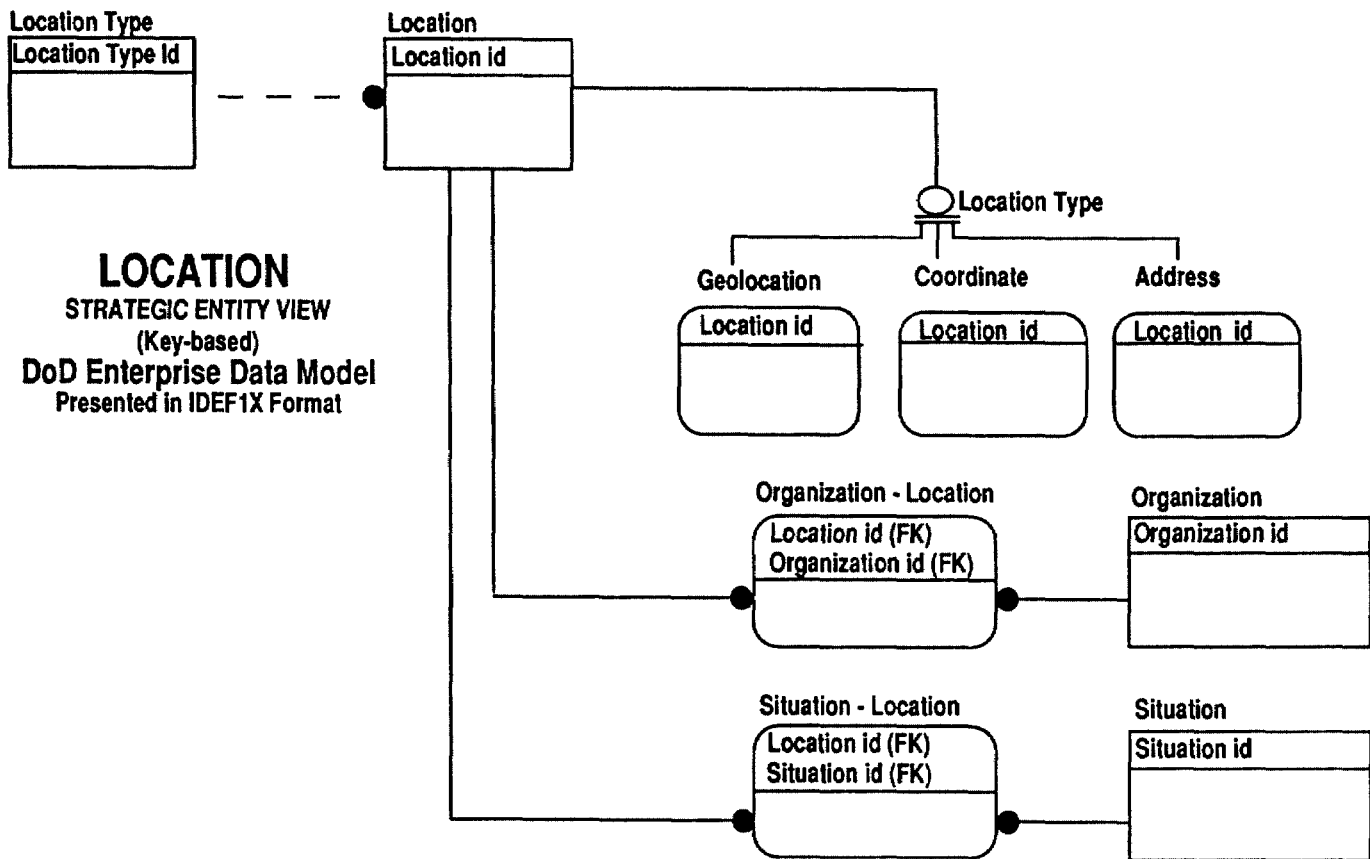
Plan - Guidance

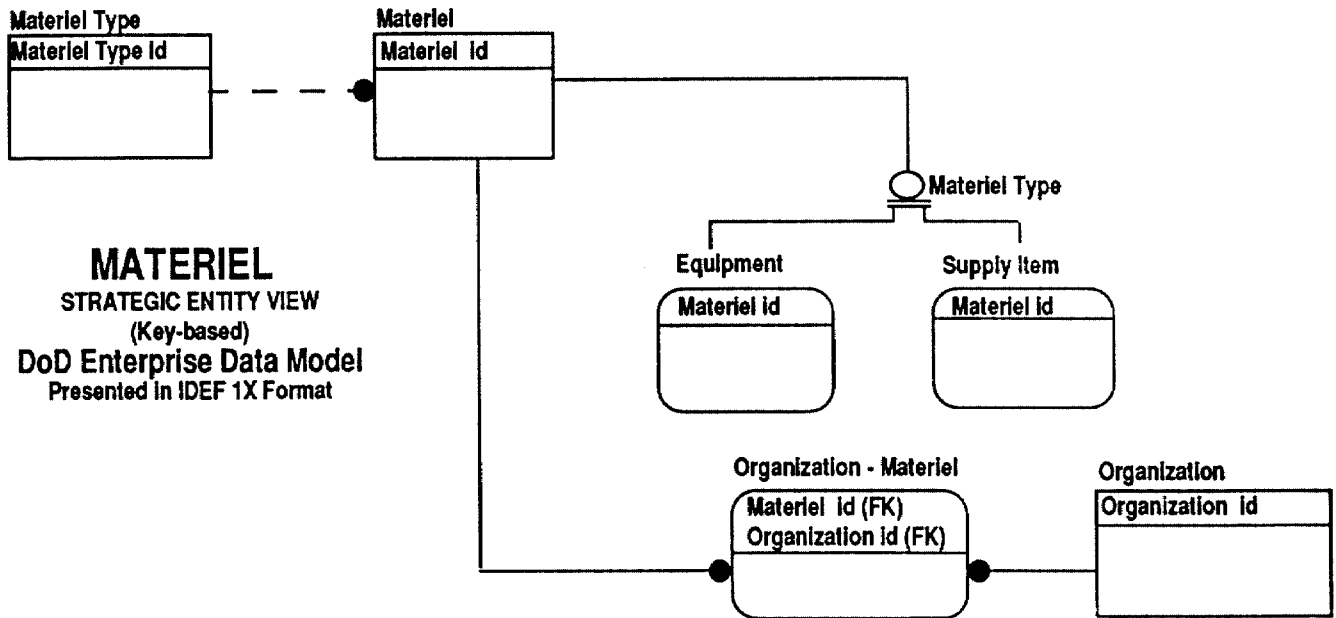


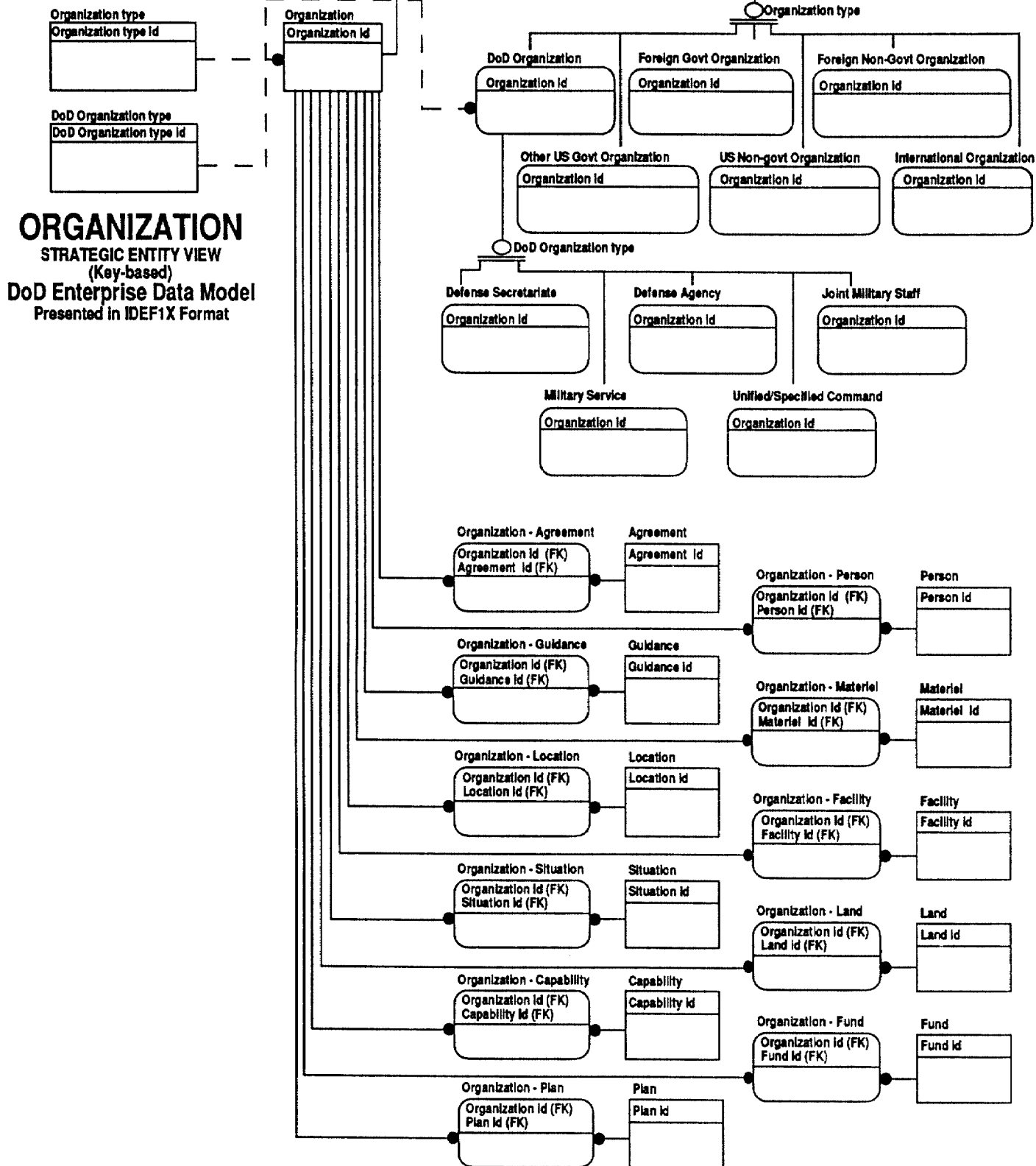
Plan

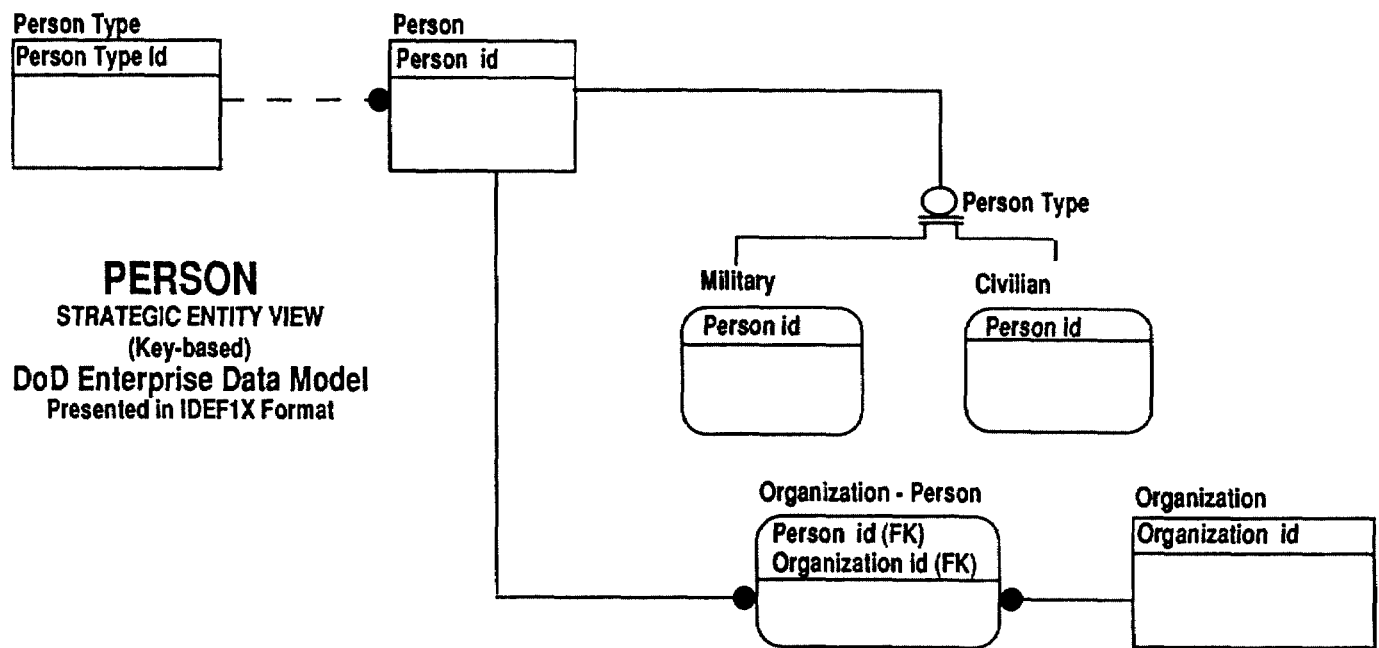


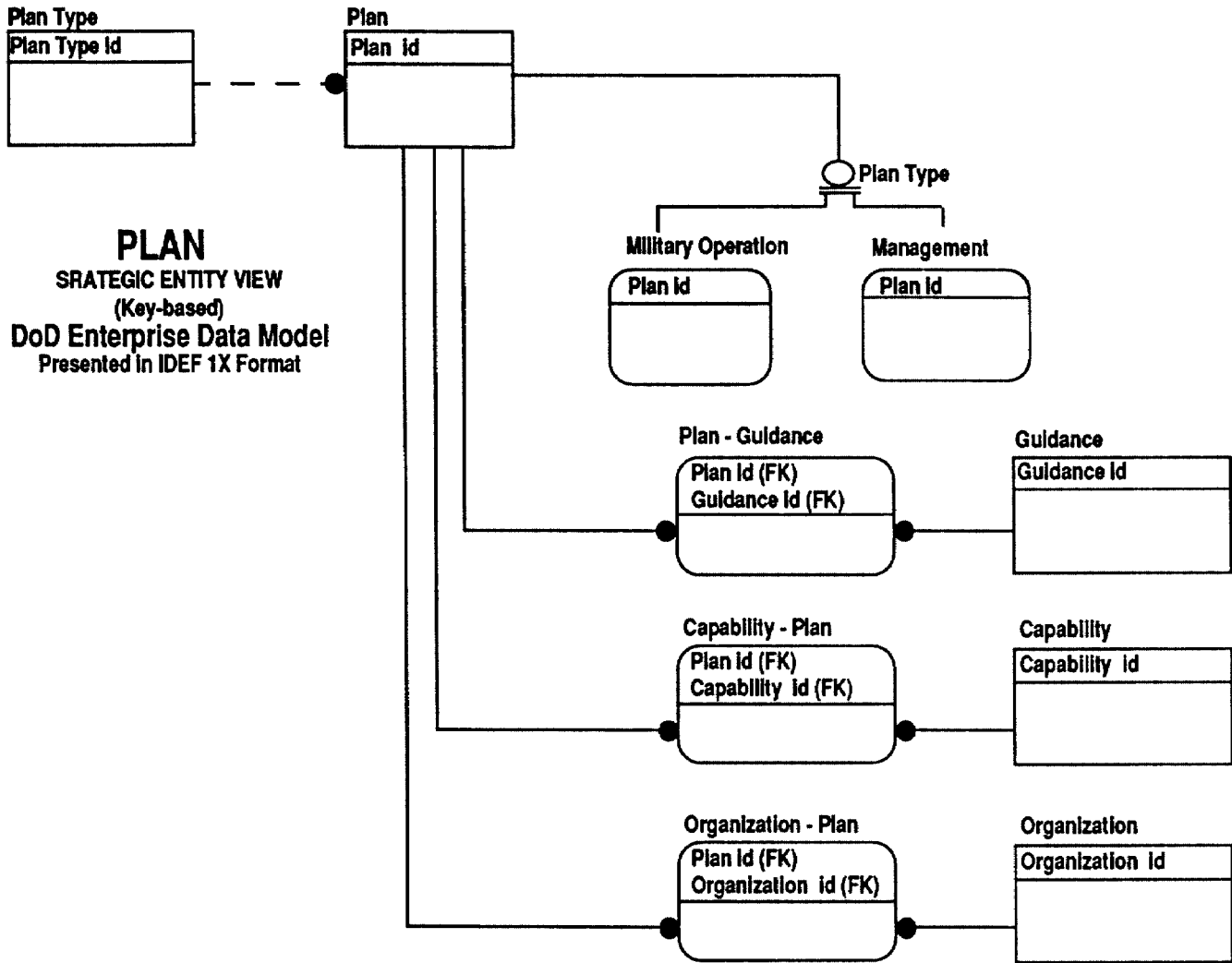


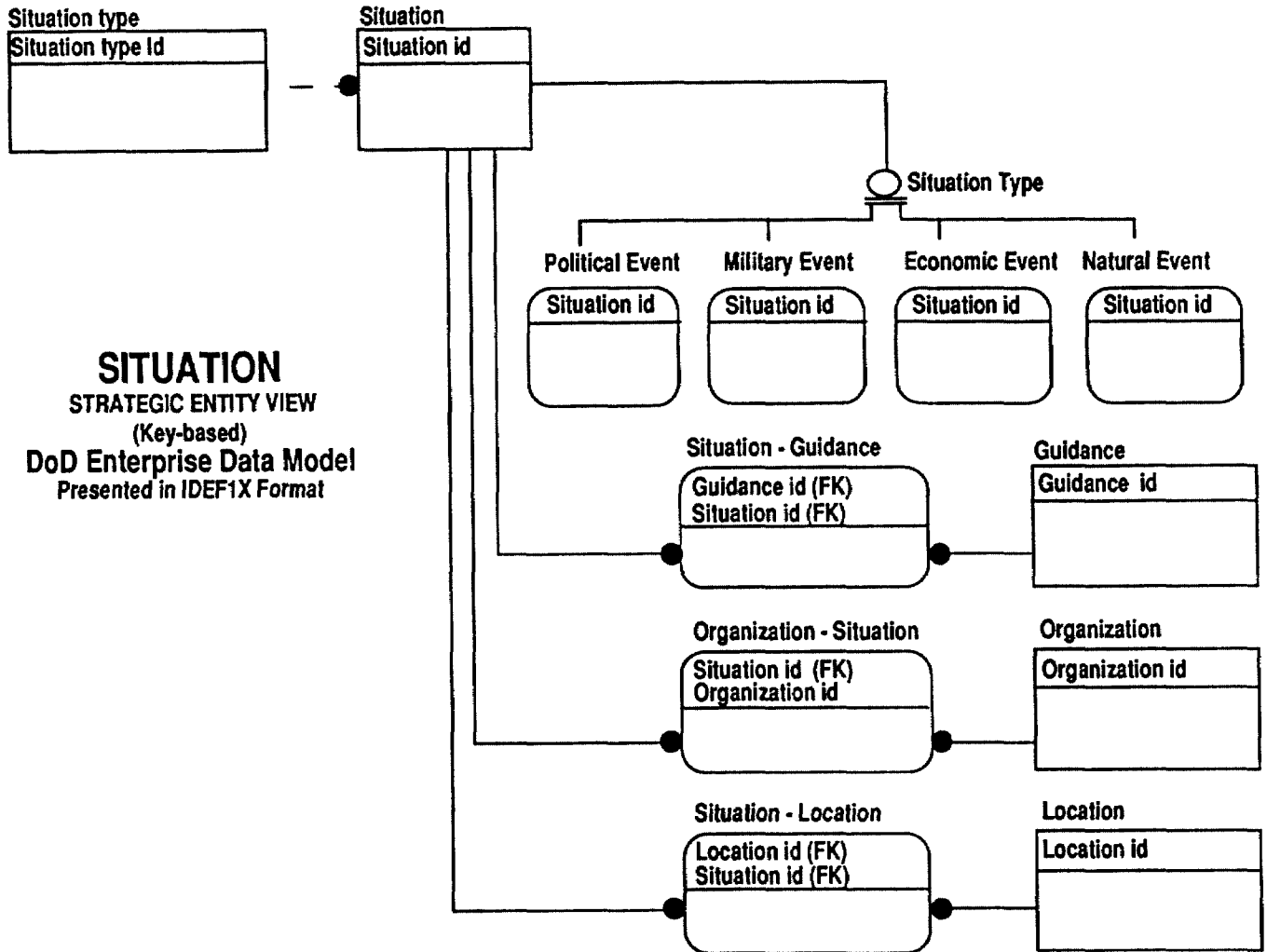












INTERSECTING ENTITY DESCRIPTIONS

The strategic level data entity categories shown earlier as "data buckets" in Section 5 are related to each other in a many-to-many fashion, i.e., many items of one "bucket" can be related to many of another. Intersecting entities make it possible to relate each specific item of data captured in one entity with a specific related item of data in another, along with the purpose of each relationship. The actual data representing each data item are generally in a constant state of change; and for purposes of conducting "business" in the Department of Defense, we need to monitor specific items of data in the context of their relationships with other specific items of data and possibly take action if pre-defined conditions or events occur. The ability to do this represents a vital link to "business" activities because a majority of defense "business" activities are heavily involved in tracking multiple items of data. This requires the use of the data tracking and association function facilitated by the intersecting entity of a data model, as shown in this report.

Keeping track of specific items of data and the purposes of their relationships with other specific items makes it possible to develop information, and ultimately through continuous audit and analysis to formulate knowledge. Furthermore, this capability is the key to more effective and efficient use of the Department's forces and assets.

From a data model development perspective, intersecting entities are required as the first step to additional detail in the model. The following descriptions show the business purposes supported by the seventeen intersecting entities at the strategic level of the DoD Data Model.

Intersecting Entity: AGREEMENT - GUIDANCE

Purpose:	AGREEMENTs will be established and monitored according to the GUIDANCE used to set the conditions and terms of the AGREEMENTs. GUIDANCE will conform to the terms of existing AGREEMENTs and may identify the requirement for new AGREEMENTs or changes to existing AGREEMENTs. Availability of host-nation support established through treaties and AGREEMENTs (e.g., NATO, SEATO) must be part of the integrated PLANning, requirements, and policy GUIDANCE process for each scenario. For example, support needs may be fulfilled through programmed US CAPABILITY(ies), mobilization of US assets, or specific AGREEMENTs with other nations. National security policy GUIDANCE must identify the needs for and the boundaries of international AGREEMENTs, emergency authorities, and political-military constraints. The <i>National Security Strategy of the United States</i> and the National Security Decision Directives are the top level GUIDANCE that emerge from this activity. The defense leadership must respond to national security GUIDANCE by developing recommended defense GUIDANCE through global and regional military objectives; by preparing, assessing and recommending strategic military options; by identifying major missions for the DoD; and by recommending GUIDANCE on required host-nation support AGREEMENTs. Subordinate elements of the Department must issue GUIDANCE for their areas of responsibility.
Attributes:	guidance id # agreement id #
Associations:	<ul style="list-style-type: none">●----- AGREEMENT Purpose: Each AGREEMENT requires specific GUIDANCE that implements the conditions and terms of the AGREEMENT.●----- GUIDANCE Purpose: GUIDANCE is provided to establish the conditions and terms of new or modifications to existing AGREEMENTs.

Intersecting Entity: CAPABILITY - GUIDANCE

Purpose: GUIDANCE derived from SITUATION analysis must help set priorities, goals, and strategies, and identify required CAPABILITY(ies). CAPABILITY requirements must be represented in PLANs and programs and specifically in their goals and objectives. Opportunities to improve doctrine, force structures, other organization CAPABILITY(ies), and assets (e.g., weapons, people) must be analyzed for their suitability and realism. These become the requirements for PLANning the defense program. GUIDANCE in the development of defense CAPABILITY(ies) in those programs must address the National security concerns of the post-Cold-War era. The concerns that must be addressed include the CAPABILITY(ies) to maintain international order, ensure American competitiveness, prevent proliferation of weapons of mass destruction, counter international terrorism and drug dealing, preserve the global environment, and provide humanitarian help.

Attributes: capability id #
guidance id #

Associations: ●----- CAPABILITY
Purpose: A required CAPABILITY is identified in one or more sources of GUIDANCE derived from the analyses of SITUATIONS.

●----- GUIDANCE
Purpose: Each source of GUIDANCE may dictate one or more CAPABILITY requirements to be addressed in the development of PLANs and programs.

Intersecting Entity: **CAPABILITY - PLAN**

Purpose: Required CAPABILITY(ies) called for by specific GUIDANCE identify essential elements which must be represented in PLANS and programs and their objectives. Often there are shortfalls in available resources that must be resolved through re-planning, re-allocations, or by programming for new CAPABILITY(ies) at successive levels in the planning hierarchy. The Joint Strategic CAPABILITIES PLAN (JSCP), Defense PLANning Guidance (DPG) and similar documents establish the boundaries that constrain the development of PLANS, programs, and CAPABILITY(ies). National security interests and the CAPABILITY(ies) to defend them must be developed to be consistent with and support national values and priorities, and must be integrated into PLANS and programs. Deficiencies in the current defense CAPABILITY(ies) baseline must be identified. Opportunities to improve doctrine, force structures, other organization CAPABILITY(ies), and assets (e.g., weapons, people) must be analyzed for their suitability and realism. These become the requirements for PLANning to develop and sustain the defense program CAPABILITY(ies) requirement(s).

Attributes: capability id #
plan id #

Associations: ●----- CAPABILITY
Purpose: A CAPABILITY will be addressed by one or more PLANS and programs to ensure that the highest available level of CAPABILITY(ies) are obtained.

●----- PLAN
Purpose: Each PLAN and program may address one or more CAPABILITY requirements in order to establish and resource organizations which develop the desired CAPABILITY(ies) to be ready to provide the proper level and timing of response to SITUATIONS.

Intersecting Entity: ORGANIZATION - AGREEMENT

Purpose: An ORGANIZATION enters into a variety of AGREEMENTs that are negotiated with the intent of meeting the ORGANIZATION's responsibilities. The AGREEMENTs will contain conditions and terms that are aligned with the level of response required for the ORGANIZATION to execute its PLANs. Availability of host-nation support (or other ORGANIZATION support) established through treaties and AGREEMENTs with one or more internal or external ORGANIZATIONs (e.g., NATO, SEATO) must be part of the integrated PLANning, requirements, and policy GUIDANCE process for each scenario identified by GUIDANCE. For example, support requirements may be fulfilled through programmed US ORGANIZATION capabilities, mobilization of US assets via the managing ORGANIZATION(s), or specific AGREEMENTs with other nations or ORGANIZATION(s).

Attributes: organization id #
agreement id #

Associations: ●----- AGREEMENT
Purpose: An AGREEMENT provides a means by which an ORGANIZATION can establish infrastructure and CAPABILITY(ies) to accomplish the ORGANIZATION's assigned responsibilities.

●----- ORGANIZATION
Purpose: An ORGANIZATION may enter into AGREEMENTs in order to support the execution of its assigned responsibilities.

Intersecting Entity: ORGANIZATION - CAPABILITY

Purpose: To meet an ORGANIZATION's mission requirements represented in PLANS and program objectives, its CAPABILITY must be developed, monitored, assessed and reported. The status and location of ORGANIZATIONs and resources must be monitored to provide a reliable, timely understanding of US CAPABILITY(ies), as well as to comply with Congressional reporting requirements and GUIDANCE of Public Law.

Attributes: organization id #
capability id #

Associations: ●----- ORGANIZATION
Purpose: An ORGANIZATION will develop its CAPABILITY(ies) and continually assess them in order to be ready to provide the appropriate response to SITUATIONs.

●----- CAPABILITY
Purpose: CAPABILITY is developed in ORGANIZATIONs to meet known requirements and to provide proper response to SITUATIONs.

Intersecting Entity: ORGANIZATION - FACILITY

- Purpose:** ORGANIZATIONs acquire, manage, and establish each FACILITY for its most effective use in providing its programmed CAPABILITY(ies) based on PLANs and GUIDANCE, and to respond to SITUATIONs. PLANs and programs control the allocation of all assets, including FACILITY(ies), within DoD to ORGANIZATIONs, units, or to specific inventories. PERSONnel, MATERIEL, FUND, FACILITY, and LAND assets are assigned to units and ORGANIZATIONs in accordance with peacetime and mobilization authorization/ distribution PLANs. Departmental-level asset managers will interact with subordinate elements to ensure optimum assignments within the constraints of available assets, replenishment capabilities, and authorized levels of unit/inventory fill.
- Attributes:** organization id #
facility id #
- Associations:**
- FACILITY
Purpose: Each FACILITY is acquired and managed as necessary to support one or more ORGANIZATIONs.
 - ORGANIZATION
Purpose: Each ORGANIZATION is responsible for one or more FACILITY(ies) needed to develop, assess, and provide its programmed CAPABILITY(ies) based on PLANs and GUIDANCE.

Intersecting Entity: **ORGANIZATION - FUND**

Purpose: Each ORGANIZATION is responsible to identify and acquire the financial resources (FUNDS) necessary to acquire other categories of assets to accomplish its assigned responsibilities (missions) as identified in its PLANS and programs. The acquisition of FUNDS (through budget processes) is necessary in order to acquire other types of assets. FUND acquisition involves the detailed reconciliation of one or more ORGANIZATION requirements to include the assessment of available goods and services, acquisition of technology and developmental items, purchasing, manufacturing, integrating and testing, and any preparation necessary to ensure delivery of a usable asset through the asset distribution systems (e.g., personnel, equipment). FUNDS must be assigned to units and ORGANIZATIONS in accordance with peacetime and mobilization authorization/ distribution PLANS. Departmental-level asset managers will interact with subordinate elements to ensure optimum FUND assignments within available constraints and replenishment capabilities. For FUNDS, this must be accomplished through the mechanisms of command operating budgets, funds authorization, and execution reporting. FUNDS may be assigned to ORGANIZATIONS such as active or reserve units or to inactive status (e.g., Individual Ready Reserve, standby, or retirees for personnel) or earmarked for positioning or separation activities.

Attributes: fund id #
organization id #

Associations: ●----- FUND
Purpose: A FUND provides the means for one or more ORGANIZATIONS to acquire, maintain, and develop physical assets and personnel and to assess and provide its programmed CAPABILITY(ies).

●----- ORGANIZATION
Purpose: An ORGANIZATION utilizes FUNDS to acquire, maintain, and develop physical assets and personnel and to assess and provide its programmed CAPABILITY(ies).

Intersecting Entity: ORGANIZATION - GUIDANCE

- Purpose:** ORGANIZATIONs provide one or more forms of GUIDANCE to lower level ORGANIZATIONs and are governed by GUIDANCE from higher echelon ORGANIZATIONs. Within tasking GUIDANCE, supported and supporting ORGANIZATIONs develop options and alternative courses of action (COAs) for accomplishing mission objectives and for acquiring assets and providing designed CAPABILITY(ies). Based on the estimate of the situation, decision-makers must review and approve recommended GUIDANCE (e.g., options/COAs) and issue detailed PLANning GUIDANCE. The selected COA becomes the basis for subsequent development of a detailed, executable PLAN for one or more ORGANIZATIONs or combination of assets. Allocation is performed within the authorizations established. Often there are shortfalls in available resources that must be resolved through re-planning, re-allocations, or by programming for new CAPABILITY(ies) at successive levels in the planning hierarchy. These shortfalls may, in fact, place limits on forces and doctrine, and can impact policy, requiring an ORGANIZATION to issue new GUIDANCE.
- Attributes:** organization id #
guidance id #
- Associations:**
- GUIDANCE
Purpose: GUIDANCE is established to govern the actions of one or more ORGANIZATIONs.
 - ORGANIZATION
Purpose: Each ORGANIZATION is responsible for providing and enforcing GUIDANCE.

Intersecting Entity: ORGANIZATION - LAND

Purpose: ORGANIZATIONs acquire, manage, develop, and utilize LAND in providing programmed CAPABILITY(ies) based on PLANs and GUIDANCE. PLANs and programs control the allocation of all assets, including LAND, within the Department to ORGANIZATIONs, units, or to specific inventories. PERSONnel, MATERIEL, FUND, FACILITY, and LAND assets are assigned to units and ORGANIZATIONs in accordance with peacetime and mobilization authorization/ distribution PLANs. Departmental-level asset managers will interact with subordinate elements to ensure optimum assignments within the constraints of available assets, replenishment capabilities, and authorized levels of unit/inventory fill.

Attributes: organization id #
land id #

Associations:

- LAND
Purpose: LAND is acquired and managed as necessary to support one or more ORGANIZATIONs.
- ORGANIZATION
Purpose: Each ORGANIZATION is responsible for the LAND, or real property, needed to support an ORGANIZATION's development, assessment, and provision of programmed CAPABILITY(ies) based on PLANs and GUIDANCE and to respond to SITUATIONs.

Intersecting Entity: ORGANIZATION - LOCATION

Purpose: ORGANIZATIONS have responsibilities for activities and assets positioned at LOCATIONS in their areas of responsibility in anticipation of, or response to, SITUATIONS. Considering the assessments of the SITUATIONS (world, regional, and local), PLANS and programs will designate ORGANIZATION and asset LOCATIONS. The status and LOCATION of US ORGANIZATIONS (including forces) and resources must be constantly monitored to provide the NCA and military commanders with a reliable, timely understanding of US CAPABILITY(ies), as well as to comply with Congressional reporting requirements and the GUIDANCE of Public Law. Status reporting may be increased, as necessary, in crisis and war. Global weather, terrain, and oceanographic conditions of many LOCATIONS must be continuously tracked to support ORGANIZATIONS operations at current and potential LOCATIONS. Based on ORGANIZATION monitoring activities, GUIDANCE may require ORGANIZATIONS to reposition themselves or some of their assets to new LOCATIONS. PLANS and programs control the distribution and LOCATION of all assets within the Department to ORGANIZATIONS, units, or to specific inventories. PERSONnel, MATERIEL, FUNDS, FACILITY(ies), and LAND assets are assigned to units and ORGANIZATIONS in accordance with peacetime and mobilization authorization/ distribution PLANS.

Attributes: location id #
organization id #

Associations: ●----- LOCATION
Purpose: A LOCATION involved with one or more SITUATIONS will require ORGANIZATION response with the necessary assets in the appropriate state of readiness.

●----- ORGANIZATION
Purpose: An ORGANIZATION will be responsible for activities in particular LOCATIONS and maintaining their assets in the state of readiness dictated by the prevailing and emerging SITUATIONS.

Intersecting Entity: **ORGANIZATION - MATERIEL**

- Purpose:** ORGANIZATIONs acquire, manage, and position MATERIEL in order to develop, assess, and provide programmed CAPABILITY(ies) based on PLANs and GUIDANCE and to respond to SITUATIONs. PLANs and programs control the allocation of all assets within the Department to ORGANIZATIONs, units, or to specific inventories. PERSONnel, MATERIEL, FUND, FACILITY, and LAND assets are assigned to units and ORGANIZATIONs in accordance with peacetime and mobilization authorization/ distribution PLANs. Departmental-level asset managers will interact with subordinate elements to ensure optimum assignments within the constraints of available assets, replenishment capabilities, and authorized levels of unit/inventory fill.
- Attributes:** organization id #
materiel id #
- Associations:**
- **MATERIEL**
Purpose: Each item of MATERIEL is acquired and managed as necessary by an ORGANIZATION to develop, assess, and provide programmed CAPABILITY(ies).
 - **ORGANIZATION**
Purpose: Each ORGANIZATION is responsible for the items of MATERIEL needed to develop, assess, and provide programmed CAPABILITY(ies) based on PLANs and GUIDANCE and to respond to SITUATIONs.

Intersecting Entity: ORGANIZATION - PERSON

- Purpose:** People are represented in the ORGANIZATION PLAN as authorized positions. Each PERSON is managed to ensure a proper state of readiness in skills and qualifications available as an integrated resource of the ORGANIZATION which is required to develop, assess, and provide programmed CAPABILITY(ies) based on PLANs and GUIDANCE and to respond to SITUATIONs. PLANs and programs control the allocation of all assets, including people (PERSON entity), within the Department to ORGANIZATIONs, units, or to specific inventories. PERSONnel, MATERIEL, FUND, FACILITY, and LAND assets are assigned to units and ORGANIZATIONs in accordance with peacetime and mobilization authorization/ distribution PLANs. Departmental-level asset managers will interact with subordinate elements to ensure optimum assignments within the constraints of available assets, replenishment capabilities, and authorized levels of unit/inventory fill.
- Attributes:** organization id #
person id #
- Associations:**
- ORGANIZATION
Purpose: Each ORGANIZATION optimizes the use of one or more PERSON(s) to ensure that PERSONs with the right skills are employed to provide programmed CAPABILITY(ies) based on PLANs and GUIDANCE and to respond to SITUATIONs.
 - PERSON
Purpose: Each PERSON is measured and monitored for skills and experiences that will support the ORGANIZATIONAl responsibilities.

Intersecting Entity: ORGANIZATION - PLAN

Purpose: ORGANIZATIONs will be responsible for developing appropriate PLANs to accommodate SITUATIONs involving their areas of responsibility. This includes analyzing multiple scenarios to ensure the appropriate level of response. In order to ensure that ORGANIZATIONs can develop and maintain programmed CAPABILITY(ies) to be ready to respond to anticipated SITUATIONs, ORGANIZATIONs must develop and follow PLANs for formation, staffing, training, equipping, and locating. Often there are shortfalls in available resources that must be resolved through re-PLANning, re-allocations, or by programming for new ORGANIZATION CAPABILITY(ies) at successive levels in the PLANning hierarchy. Joint Strategic CAPABILITYes PLAN (JSCP) and the Defense PLANning Guidance (DPG) and some other documents establish the boundaries that constrain the development of PLANs, PROGRAMs, and ORGANIZATION CAPABILITY(ies). National security interests and the ORGANIZATION CAPABILITY(ies) to defend them must be developed to be consistent with and support national values and priorities, and must be integrated into PLANs and programs. Deficiencies in the current defense CAPABILITY(ies) baseline must be identified. Opportunities to improve doctrine, force structures, other ORGANIZATION CAPABILITY(ies), and assets (e.g., weapons, people) must be analyzed for their suitability and realism. These become the requirements for PLANning to develop and sustain the defense program CAPABILITY(ies) requirement(s).

Attributes: plan id #
organization id #

Associations: ●----- ORGANIZATION
Purpose: Each ORGANIZATION executes its GUIDANCE in line with one or more PLANs and programs for SITUATIONs in their assigned areas of responsibility.

●----- PLAN
Purpose: Each PLAN provides the structure and timing for one or more ORGANIZATIONs.

Intersecting Entity: **ORGANIZATION - SITUATION**

Purpose: ORGANIZATIONs will be required to respond to SITUATIONs and execute the GUIDANCE, both general and specific, based on AGREEMENTs and directed by PLANs. Various collection assets are employed at the national and theater levels to gather human, communications, signal, and imagery data (raw intelligence) about one or more SITUATIONs (world, regional, or localized). This data is fused and analyzed to produce finished intelligence products useful to assigned ORGANIZATIONs, and especially commanders. Different sources are compared to evaluate estimates of the emerging SITUATION until a level of certainty capable of providing recommended GUIDANCE is reached. Finished intelligence products relevant to a SITUATION must be gathered for the development of GUIDANCE and for use by ORGANIZATIONs and their leaders. These products must include assessments and data necessary for conducting operations of ORGANIZATIONs and units (e.g., targeting information) and be provided to commanders in a timely and secure manner. Different media will be used to present the SITUATION analysis and SITUATION GUIDANCE information to maximize its utility.

Attributes: organization id #
situation id #

Associations:

- ORGANIZATION
Purpose: Each ORGANIZATION will be required to respond to one or more SITUATIONs.
- SITUATION
Purpose: Each SITUATION will be addressed by one or more ORGANIZATIONs taking the appropriate level of response.

Intersecting Entity: **PLAN - GUIDANCE**

Purpose: PLANS are developed based on general and specific GUIDANCE. Within tasking GUIDANCE, supported and supporting commanders and their staffs must develop options and alternative courses of action (COAs) and provide recommended GUIDANCE for developing PLANS to accomplish mission objectives. Department managers must also develop options for PLANS to acquire assets and provide support CAPABILITY(ies). Options must be assessed for their suitability, feasibility, acceptability, consistency with Joint Doctrine, and risk. Based on the estimate of the SITUATION, decision-makers must review and approve recommended options/COAs and issue detailed PLANning GUIDANCE. The highest framework for GUIDANCE is found in the National Security Strategy and the National Military Strategy of the US, and the resource perspective is found in the Defense PLANning GUIDANCE. Specific GUIDANCE to an actual threat may be obtained by tailoring scenario PLANS to suit the specific SITUATION. Tasking GUIDANCE, such as the JSCP and the Warning Order, must establish the boundaries that constrain PLANning.

Attributes: plan id #
guidance id #

Associations: ●----- GUIDANCE
Purpose: GUIDANCE is passed as requirements to direct the development of general and specific PLANS and provides the parameters of the framework needed to identify and set the appropriate timing and levels of response.

●----- PLAN
Purpose: A PLAN provides a framework to implement GUIDANCE by structuring one or more ORGANIZATIONs' activities through one or more specific programs relative to time and levels of response required for actual or anticipated SITUATIONS.

Intersecting Entity: **SITUATION - GUIDANCE**

Purpose: Each SITUATION will have both specific and general GUIDANCE that will provide the parameters for an appropriate response. Various collection assets are employed at the national and theater levels to gather human, communications, signal, and imagery data (raw intelligence) about one or more SITUATIONS (world, regional, or localized). This data is fused and analyzed to produce finished intelligence GUIDANCE products useful to assigned ORGANIZATIONS (especially commanders) and for the development of CAPABILITY requirements, PLANS, and programs. Different sources are compared to evaluate estimates of the emerging SITUATION until a level of certainty capable of providing appropriate GUIDANCE is reached. Finished intelligence products relevant to a SITUATION must be gathered to help develop GUIDANCE and for use by ORGANIZATIONS and their leaders. These products must include assessments and data necessary for conducting operations of ORGANIZATIONS and units (e.g., targeting information) and be provided to commanders in a timely and secure manner. Different media will be used to present the SITUATION analysis and SITUATION GUIDANCE information to maximize its utility.

Attributes: guidance id #
situation id #

Associations:

- GUIDANCE
Purpose: GUIDANCE is provided for the management of and response to one or more world, regional or other SITUATIONS.
- SITUATION
Purpose: A SITUATION uses one or more specific sources of existing general GUIDANCE and may call for additional specific GUIDANCE.

Intersecting Entity: SITUATION - LOCATION

Purpose: SITUATIONS must be monitored as they evolve at one or more LOCATIONS which may eventually require an organized response. The location of the SITUATION may be a critical determining factor of the CAPABILITY(ies) required to provide the appropriate response. For instance, the operation PLANS for the Falkland Islands, Panama, and the Persian Gulf operations were heavily influenced by LOCATION. LOCATION of a natural disaster SITUATION would also be a significant driver in the appropriateness, timing and level of response. Of course, other major factors must be considered as well, but LOCATION is a key factor in SITUATION analysis.

Attributes: location id #
situation id #

Associations:

- LOCATION
Purpose: A LOCATION will be monitored as required by one or more SITUATION(s).
- SITUATION
Purpose: Each SITUATION may involve multiple LOCATIONS possibly requiring an organized response at each.

APPENDIX D
DATA MODEL GLOSSARY

APPENDIX D DATA MODEL GLOSSARY

ADDRESS

A place or position defined by indication of destination, as on mail or parcels (e.g., street or rural route number, city, state, and ZIP code).

AGREEMENT

An understanding or an arrangement between two or more parties to accomplish a common objective. AGREEMENTs include: contracts, Memoranda Of Agreement or Understanding (MOAs/MOUs), treaties and arrangements for host nation support.

AGREEMENT-GUIDANCE

Indicates that an AGREEMENT may be associated with zero, one, or many occurrences of GUIDANCE and that an occurrence of GUIDANCE may be associated with zero, one, or many AGREEMENTs. AGREEMENTs may be required as a result of changes in GUIDANCE or GUIDANCE may be influenced by existing AGREEMENTs.

AGREEMENT TYPE

Manages and restricts the selection of the various types of agreements.

APPROPRIATED FUND

A fund stemming from legislative action with designation for a specific use or purpose.

CAPABILITY

The potential ability to do work, perform a function or mission, achieve an objective, or provide a service.

APPENDIX D

DATA MODEL GLOSSARY

CAPABILITY - GUIDANCE

Indicates that a CAPABILITY may be associated with zero, one, or many occurrences of GUIDANCE and that GUIDANCE may be associated with zero, one, or many CAPABILITYs. Evaluations are made to determine if CAPABILITYs are sufficient with respect to consideration of national security and recommendations (GUIDANCE) are made for improvement. Taskings (GUIDANCE) are promulgated to integrate the CAPABILITYs of forces.

CAPABILITY - PLAN

Indicates that a CAPABILITY is associated with at least one or many occurrences of PLAN and a PLAN is associated with at least one or many occurrences of CAPABILITY. A PLAN specifies the CAPABILITY required to achieve an end or a method (PLAN) for achieving the ability (CAPABILITY) to do something over time.

CIVILIAN PERSON

A person who is not a member of the armed forces and who is of interest to the Department of Defense.

CONTRACT

A legally enforceable agreement between two or more parties for the supply of specified goods or services.

COORDINATE

A place or position defined by coordinate reference such as latitude, longitude, or Universal Transverse Mercator (UTM) grid.

DEFENSE AGENCY

An organization within DoD which performs a supply or service activity common to more than one military department. (adapted from Title 10, USC)

APPENDIX D DATA MODEL GLOSSARY

DEFENSE SECRETARIAT

The DoD organization which includes the Secretary and Deputy Secretary of Defense, Under and Assistant Secretaries, other Principal Staff Assistants and their staffs, and other offices so designated to assist the Secretary of Defense in carrying out his duties and responsibilities. (adapted from Title 10, USC)

DOCTRINE

A principle, or body of principles presented by a specific field, system, or organization of acceptance or belief. A rule or principle of law, when established by precedent. Fundamental principles by which the military forces guide their actions in support of objectives. It is authoritative but requires judgement in application. (Joint Pub 1-02)

DOD ORGANIZATION

An organization within the Department of Defense (e.g., Office of the Secretary of Defense (OSD), Joint Chiefs of Staff (JCS), Military Services, Defense Agencies).

DOD ORGANIZATION TYPE

Manages and restricts the selection of the various types of DoD organizations.

ECONOMIC EVENT

Any action, campaign, or event relating to the development, production, and management of material wealth (matters of finance), as of a country, household, or business enterprise.

EQUIPMENT

Materiel that is not consumed in use, retains its original identity during the period of use, and requires accountability. All non-expendable items needed to outfit/equip an individual or organization. (Joint Pub 1-02)

APPENDIX D DATA MODEL GLOSSARY

FACILITY

Physical property, having a specified use, consisting of one or more of the following: a building, a structure, a utility system, and pavement. (Joint Pub 1-02)

FACILITY TYPE

Manages and restricts the selection of the various types of facilities.

FOREIGN GOVERNMENT ORGANIZATION

An organization consisting of any group accepted as representing the interests of the recognized government of a foreign country. This entity includes ministries, diplomatic organizations, military organizations, and delegations.

FOREIGN NON-GOVERNMENT ORGANIZATION

An organization that exists outside the US and that is not part of a foreign government.

FUND

Financial resources that govern, control, and support a mission; a sum of money set aside for a purpose. Obligation authority or cash from appropriated, non-appropriated and revolving sources.

FUND TYPE

Manages and restricts the selection of the various types of funds.

GEOLOCATION

A place or position defined by geolocation reference.

APPENDIX D DATA MODEL GLOSSARY

GUIDANCE

Any form of policy or direction, to include doctrine, which prescribes or limits activities which may be performed. Guidance may be promulgated in various forms, such as regulations, memoranda, laws, orders, manuals, directives, circulars, instructions, messages, and charters. GUIDANCE is usually promulgated top-down through an organizational structure.

GUIDANCE TYPE

Manages and restricts the selection of the various types of guidance.

INTERNATIONAL ORGANIZATION

An organization comprised of members from two or more nations, e.g., the North Atlantic Treaty Organization (NATO) or United Nations (UN).

JOINT MILITARY STAFF

The DoD organization composed of the Chairman, Joint Chiefs of Staff; the Military Service Chiefs; and the Joint Staff; which provides military advice and support to the President and the Secretary of Defense. (adapted from Title 10, USC)

LAND

Real estate, improved or unimproved, along with natural resources.

LAND TYPE

Manages and restricts the selection of the various types of land.

LOCATION

A place or position that is defined by a reference system. This includes land, sea, air, and space.

APPENDIX D

DATA MODEL GLOSSARY

LOCATION TYPE

Classification of location by common distinguishing characteristics. Manages and restricts the selection of the various types of location.

MANAGEMENT PLAN

A plan which is related to an activity other than a military or naval action, campaign, or maneuver.

MATERIEL

Equipment or supply used by an organization or institution, or required by some work or enterprise. All items (including ships, tanks, self-propelled weapons, aircraft, etc., and related spares, repair parts, software, and support equipment, but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support defense-related activities, without distinction as to their application for administrative or combat purposes. (Joint Pub 1-02)

MATERIEL TYPE

Manages and restricts the selection of the various types of materiel.

MILITARY EVENT/OPERATION

Any armed forces action, campaign, event, or maneuver.

MILITARY PERSON

A person who is enlisted, warranted, or commissioned in one of the armed forces of the Department of Defense.

MILITARY OPERATION PLAN

A plan for a military or naval action, campaign, or maneuver.

APPENDIX D DATA MODEL GLOSSARY

MILITARY SERVICE

A DoD organization which is a branch of the armed forces of the United States.

MISSION

To describe the business with which an organization is charged or for which it is responsible. To state a goal or objective. In the DoD, a statement of the task, which clearly indicates the action to be taken by an organization and the reason therefor. (adapted from Joint Pub 1-02)

NATURAL EVENT

An occurrence which is in accordance with or determined by nature (e.g., earthquake, hurricane, volcanic eruption).

NON-APPROPRIATED FUND

A fund generated by DoD military and civilian personnel and their dependents and used to augment funds appropriated by the Congress to provide a comprehensive, morale-building, welfare, religious, educational, and recreational program, designed to improve the well-being of military and civilian personnel and their dependents. (Joint Pub 1-02)

ORGANIZATION

An administrative structure constituted to accomplish a goal, purpose, or mission.

ORGANIZATION - AGREEMENT

Indicates that an ORGANIZATION may be associated with zero, one, or many AGREEMENTs and that an AGREEMENT will be associated with at least one ORGANIZATION. ORGANIZATIONs negotiate, participate in, and abide by AGREEMENTs. AGREEMENTs can be binding on ORGANIZATIONs.

APPENDIX D DATA MODEL GLOSSARY

ORGANIZATION - CAPABILITY

Indicates that an ORGANIZATION will eventually be associated with at least one CAPABILITY which CAPABILITY may be associated with zero, one, or many ORGANIZATIONs. ORGANIZATIONs are formed to provide required CAPABILITYs. ORGANIZATIONs evaluate their CAPABILITYs (e.g., of existing or proposed forces) and make recommendations for improvement.

ORGANIZATION - FACILITY

Indicates that an ORGANIZATION may be associated with zero, one, or many occurrences of FACILITY, and an occurrence of FACILITY may be associated with zero, one, or many ORGANIZATIONs. ORGANIZATIONs acquire and manage FACILITYs.

ORGANIZATION - FUND

Indicates that an ORGANIZATION may be associated with zero, one, or many occurrences of FUND, and an occurrence of FUND may be associated with zero, one, or many occurrences of ORGANIZATIONs. ORGANIZATIONs manage and allocate FUNDS to satisfy requirements.

ORGANIZATION - GUIDANCE

Indicates that an ORGANIZATION may be associated with zero, one, or many issuances of GUIDANCE. GUIDANCE will be associated with at least one ORGANIZATION. Within assigned areas of responsibility, ORGANIZATIONs issue GUIDANCE. GUIDANCE is received from other ORGANIZATIONs (e.g., from other military organizations, from Congress, from the National Command Authority).

ORGANIZATION - LAND

Indicates that an ORGANIZATION may be associated with zero, one, or many occurrences of LAND, and an occurrence of LAND may be associated with zero, one, or many ORGANIZATIONs. ORGANIZATIONs acquire, develop and manage LANDs.

APPENDIX D DATA MODEL GLOSSARY

ORGANIZATION - LOCATION

Indicates that an ORGANIZATION will eventually be associated with at least one LOCATION and a LOCATION may be associated with zero, one, or many ORGANIZATIONs. An ORGANIZATION may exist temporarily only on paper and therefore not necessarily have a LOCATION; but eventually, when staffed and equipped, the ORGANIZATION must have a LOCATION. ORGANIZATIONs prepare guidance and plans related to designated areas in the world (LOCATIONs) and require space, facilities, and services at LOCATIONs.

ORGANIZATION - MATERIEL

Indicates that an ORGANIZATION may be associated with zero, one, or many occurrences of MATERIEL, and that an occurrence of MATERIEL may be associated with zero, one, or many occurrences of ORGANIZATION. ORGANIZATIONs may be assigned MATERIEL. ORGANIZATIONs manage and allocate MATERIEL to satisfy requirements.

ORGANIZATION - PERSON

Indicates that an ORGANIZATION will eventually be associated with at least one PERSON and a PERSON will eventually be associated with at least one ORGANIZATION. ORGANIZATION is comprised of PERSONs. ORGANIZATIONs acquire, train, and manage people (PERSONs) to satisfy requirements.

ORGANIZATION - PLAN

Indicates that an ORGANIZATION may be associated with zero, one, or many PLANs and a PLAN may be associated with zero, one, or many ORGANIZATIONs. ORGANIZATIONs develop PLANs related to assigned functions and responsibilities. In addition, ORGANIZATIONs perform PLANning functions within the context of the DoD PLANning, Programming, and Budgeting System to PLAN for the forces, systems, and programs required to accomplish national military strategy.

APPENDIX D

DATA MODEL GLOSSARY

ORGANIZATION - SITUATION

Indicates that an ORGANIZATION may be associated with zero, one, or many SITUATIONS and the SITUATION may be associated with zero, one, or many ORGANIZATIONS. DOD ORGANIZATIONS manage day-to-day events (SITUATIONS) and participate in various operations (SITUATIONS).

ORGANIZATION TYPE

Manages and restricts the selection of the various types of organizations.

OTHER US GOVERNMENT ORGANIZATION

An organization consisting of any identifiable group within the US government other than within DoD. Includes cabinet level organizations, Congress, and state, county, or city governments.

PERSON

A human being. Persons of interest to the Department of Defense include all military personnel, DoD civilian authorized dependents, retirees, annuitants, prisoners of war, contractor personnel, casualties, civilian internment and non-DoD personnel.

PERSON TYPE

Manages and restricts the selection of the various types of roles related to a person.

PLAN

A method for achieving an end over time. Plans include but are not limited to OPLANS and their derivatives, annexes, management plans, base closure plans, procurement plans, recruiting plans, sustainment plans, positioning plans, programs, and budgets.

APPENDIX D DATA MODEL GLOSSARY

PLAN - GUIDANCE

Indicates that a PLAN must be associated with at least one occurrence of GUIDANCE and GUIDANCE may be associated with zero, one, or many PLANs. GUIDANCE is developed, coordinated, and issued for the preparation and review of operation and contingency PLANs. Standards and procedures (GUIDANCE) for the administration and management of approved PLANs are developed and published and PLANs are analyzed and evaluated to ensure adherence to DoD policies and national security directives (GUIDANCE).

PLAN TYPE

Manages and restricts the selection of the various types of plans.

POLICY

A course of action, guiding principle, or procedure considered to be expedient, prudent, or advantageous which embraces general goals and acceptable procedures, especially of a governmental body.

POLITICAL EVENT

Any action, campaign, or event dealing with the study, structure, or affairs of government, or the state. A non-military action or occurrence which is effected by or directed toward some governmental organization.

REGULATION

A rule or law designed for controlling or governing behavior issued by an executive authority of a government.
A governmental order with the force of law.

REVOLVING FUND

A fund established to finance a cycle of operations to which reimbursements and collections are returned for reuse in a manner such as will maintain the principal of the fund (e.g., working capital funds, industrial funds, and loan funds). (Joint Pub 1-02)

APPENDIX D DATA MODEL GLOSSARY

ROADWAY

Physical property constructed and maintained to support vehicular and ground aircraft traffic, usually hard-surfaced (e.g., roads, railroads, runways, and taxiways).

SITUATION

Political, economic, military, or environmental events, international and domestic, of interest to the National Command Authority and other designated authorities. Events are identified from a variety of sources to include national technical means, commercial sources, allied sources, and other sources.

SITUATION - GUIDANCE

Indicates that a SITUATION may be associated with zero, one, or many occurrences of GUIDANCE and GUIDANCE may be associated with zero, one, or many SITUATIONS. GUIDANCE is developed in response to SITUATIONS to direct actions. Performance is monitored and evaluated relative to GUIDANCE.

SITUATION - LOCATION

Indicates that a SITUATION may be associated with zero, one, or many LOCATIONS and that a LOCATION may be associated with zero, one, or many SITUATIONS. The uses of various LOCATIONS in support of operations (SITUATIONS) are reviewed and evaluated. SITUATIONS that occur in different parts of the world (LOCATIONS) that may be sensitive to national security objectives shall be monitored and evaluated. Implicit is a need to know where (LOCATION) specific events (SITUATIONS) occur.

SITUATION TYPE

Manages and restricts the selection of the various types of situations.

STATUTE

A law enacted by the legislative assembly of a nation or state.

APPENDIX D DATA MODEL GLOSSARY

STRATEGY

The science or art of command as applied to the overall planning and conduct of large-scale operations.

STRUCTURE

A building or construction built or arranged for a specific use or in a definite pattern of organization (e.g., buildings, towers, bridges, and permanent cranes).

SUPPLY ITEM

Materiel that is expendable, or consumable. Materiel and supply items used in the equipping, support and maintenance of organizations. (adapted from Joint Pub 1-02)

TREATY

A formal agreement between two or more political authorities (e.g., nations, states, or sovereigns) formally signed by duly authorized representatives, and usually ratified by the lawmaking body or authority of the state.

UNDERSTANDING

A compact implicit between two or more persons or groups. A mutual agreement entered into, formally or informally, but in some degree binding on each side, often documented in a Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA).

UNIFIED/SPECIFIED COMMAND

A combatant command with a broad continuing mission, established and so designated by the President through the Secretary of Defense with the advice and assistance of the Joint Chiefs of Staff. An unified command is composed of components of two or more Services. A specified command is composed of forces from one Military Service only. (adapted from Title 10, USC, and Joint Pub 1-02)

APPENDIX D DATA MODEL GLOSSARY

US NON-GOVERNMENT ORGANIZATION

An organization within the U.S. not associated with government.

UTILITY

A network of constructs and equipage designed to accommodate or provide services, such as electricity, water, natural gas, sewer, or communications.

APPENDIX E

MANAGING THE ENTERPRISE MODEL

MANAGING THE ENTERPRISE MODEL

The DoD Enterprise Model serves as a context and template for individual enterprises across the Department to model their mission and functions. Of course, each individual organization in the Department will define the scope of its models and select its own points of view. Figure E-1 graphically depicts how the top activities of the Enterprise Model can serve as a template or guide for organizations across the Department.

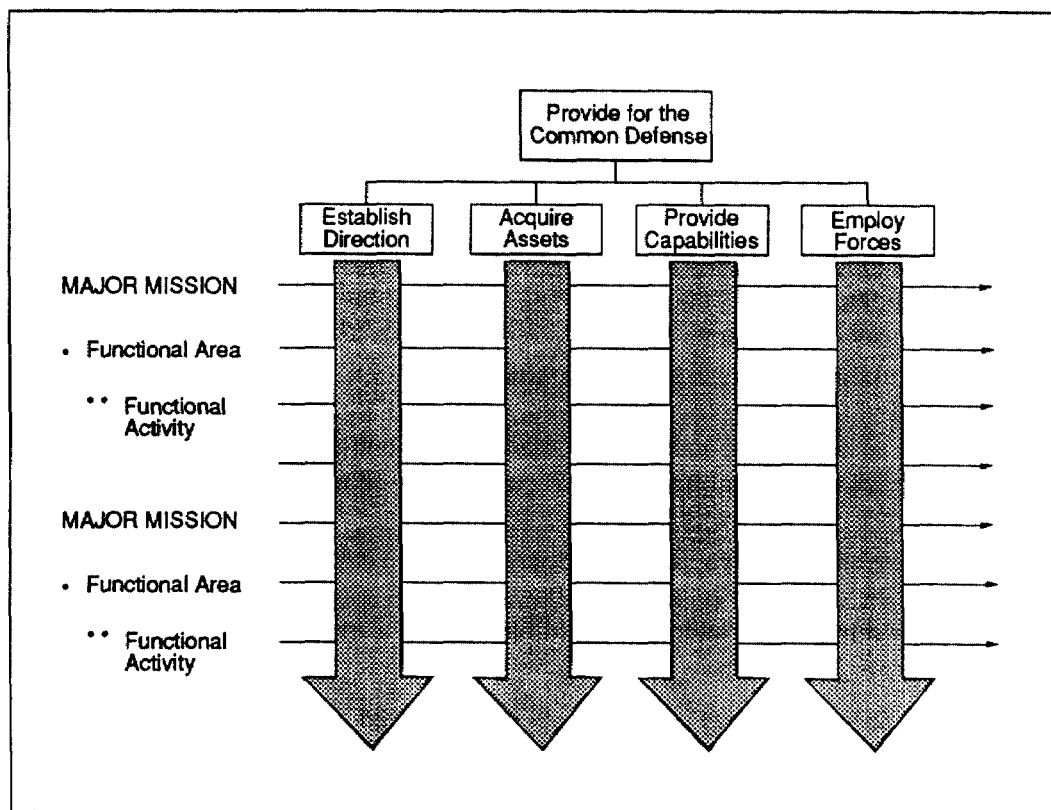


Figure E-1. THE DoD ENTERPRISE MODEL (ACTIVITY VIEW)

For example, all organizations responsible for missions and functions Establish Direction. Within this activity, they also Develop Strategies, Determine Requirements, Develop Plans, and Allocate Resources. However, their roles may be different, their methods and tools may be different, and their interactions with other defense agencies may be different. These essential differences are the tailoring and refinement needed to turn the Enterprise Model into a function- and mission-specific model (See Section E.1 and E.2 below).

E.1 RELATIONSHIP OF DoD ENTERPRISE MODEL AND DoD FUNCTIONS

The DoD Enterprise Model provides a logically integrated view of all the activities, data, and information flows of the Department of Defense. It provides structure and definition to the relationships and information flows within and among the major missions and functions of the Department. The DoD Enterprise Model also documents the overall relationship between the joint warfighting mission and the other major mission areas (and their constituent programs), such as the Planning, Programming, and Budgeting System (PPBS), that provide essential support to joint warfighting requirements.

- DoD Manual 8020.1-M defines major missions for the DoD:

- National Security Doctrine and Policy
 - Joint Warfighting Plans and Operations
 - PPBS and Support Activities
 - Command and Control
 - Intelligence
 - Business Operations
 - Information Management Infrastructure

Each of the major missions is made up of one or more functional areas, and each functional area is made up of one or more functional activities. Appendix D of the Manual contains a list of the functional areas, and functional activities of the Department of Defense. These taxonomies continue to serve as the basis for managing functional process improvement by Principal Staff Assistants, Functional Program Activity Managers, and others.

- In order to achieve integration and improvement, it is necessary to evolve from a taxonomic description of the major missions and functions of the DoD to a common framework (or blueprint) of the Department. The activity-based DoD Enterprise Model will guide the evolution of the Department to achieve its common vision, goals and objectives. The DoD Enterprise Model's activity and data models are presented in this White Paper.
- Figure E-1 shows the relationship of the DoD Enterprise Model activities and DoD missions and major functions. The Enterprise Model defines major DoD activities required to accomplish the Department's missions. Each mission and function aligns with this guiding framework to contribute to the overall vision, goals and objectives of the Department. Major missions, functional areas and functional activities are modelled by first "fitting" them into the Enterprise framework, and then refining and

tailoring the DoD-wide activity view to satisfy specific mission requirements. Refinement and tailoring add more "detail" to the activity and data model "templates" provided by the DoD-wide activity view. This process is iterative, as described later in Section E.2.

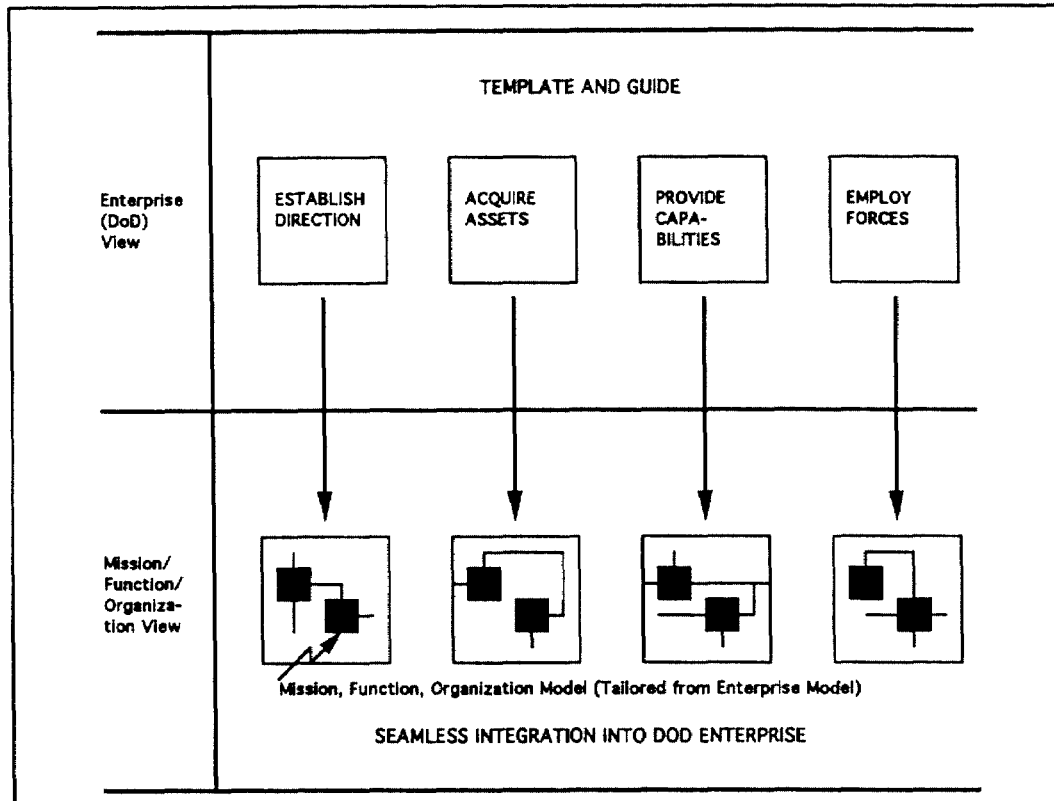


Figure E-2. INTEGRATED VIEW OF THE DoD ENTERPRISE MODEL

- The upper half of Figure E-2 shows the DoD Enterprise Model is a template for all mission, function, and organization models. The bottom half shows the result of the fitting, tailoring and refinement process applied to a specific mission, function, or organization view. Now the missions, functions, and organization views align within the overall Enterprise to DoD-wide visions, goals and objectives. The DoD Enterprise Model will continue to be extended to encompass additional activities and data within the Department.

E.2 MISSION AND FUNCTION MODEL INTEGRATION PHASES

Principal Staff Assistants and Functional Activity Program Managers will apply the functional improvement process described in DoD information management policy and

procedures. The use of the DoD Enterprise Model described below is consistent with this guidance. Figure E-3 shows three phases for using the DoD Enterprise Model in conjunction with functional process improvement:

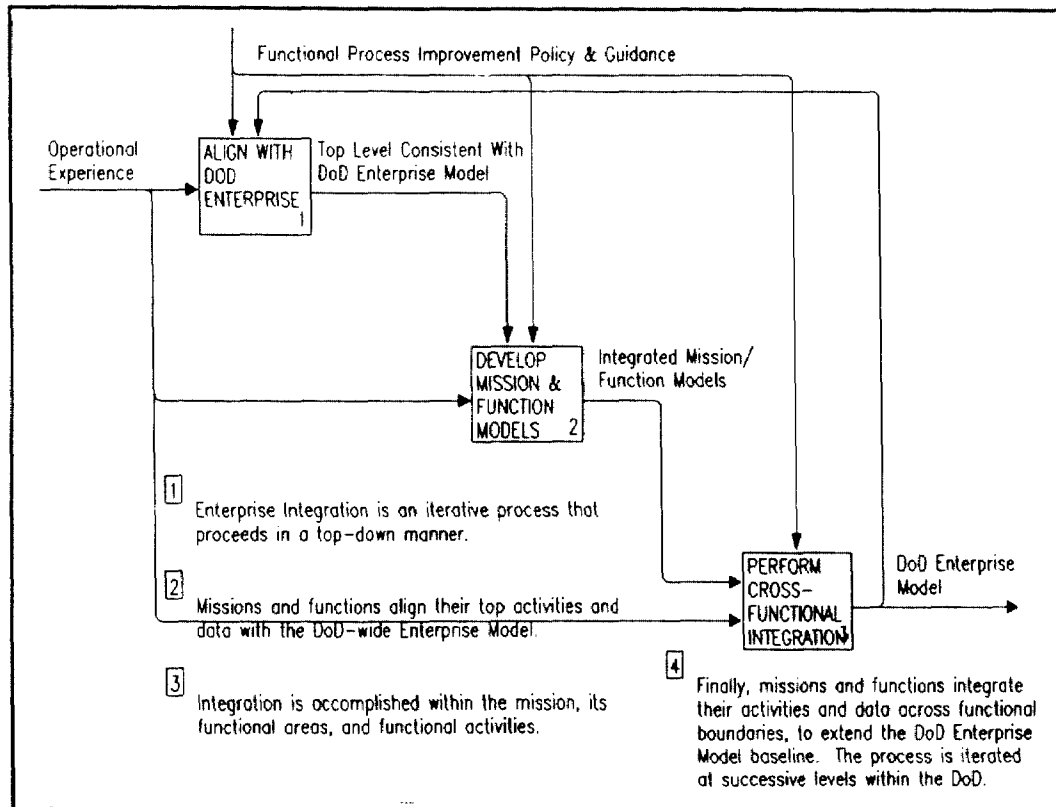


Figure E-3. MODEL INTEGRATION

- In Phase I the major mission area, functional area, or functional activity lines up its top-level activities and data with the top-level Enterprise Model process and data models. This ensures the maximum consistency between the DoD-wide activities and data, and the individual enterprise functions and data. It enables individual enterprises to identify where they "fit" into the overall defense mission, and where they may have critical points of interaction with other parts of the defense establishment. This process is a two-way street; the Enterprise Model is validated and refined by interacting with the various organizations across the Department. Section E.5 provides a management approach to coordinate and control this interaction.
- In Phase II mission areas, functional areas, and functional activities develop and integrate their own activities and data in a top-down manner. This ensures that functional activities are not "stovepiped" within their

own functional areas! The ideal approach is to first align the major mission areas within the Enterprise Model, and then repeat this process for functional areas and activities within the mission area.

- In Phase III the functional area and its subordinate activities integrate with other enterprise functions using the DoD Enterprise Model framework to find points of interaction, to define functional relationships, and to establish standard data interfaces. This ensures maximum synergy across the Department and avoids duplication.

These phases are applied at successive levels of detail. They do not need to be applied linearly. Further, each integration effort should help all the participants to refine their models.

E.3 LINKING MODELS

One question that often is raised about the Enterprise Model is "How tightly must other models be linked to the DoD-wide Enterprise Model?"

In general, it is desirable for the major mission areas to align with the Enterprise Model. Then functional areas can align their activities and data with the major mission area they support. Finally, functional activities can align their activities and data with the functional area they are part of. In this way, a "tree" of models that spans the Department will form. Close alignment will exist between adjacent nodes on the tree. There will be a well-defined path from the highest node (the Defense mission) to the lowest nodes (the most detailed activities and tasks). This path will provide the justification for all functions and missions in the DoD, and link them at some level to other functions with which they must interact. This approach allows for organizational flexibility. Within the required alignment with higher-level missions and functions, organizations can define how they will achieve their objectives.

While activity models should be as consistent as possible, data models and data elements must be standardized in accordance with DoD Data Administration procedures. **Data standards provide the "glue" that integrates functions across the Department.** Activities will be able to exchange information so they can work together to achieve common ends. For example, activities can exchange information on status, on resources, and on requirements.

The best advice on integration is to use common-sense and good judgement. Where enterprise activities are standard across the entire Department, and other functions must interact

with them, it is advisable to closely couple them into the top-down Enterprise Model as an extension. Where enterprise activities are relatively isolated or unique, close coupling is not as important. Further, the status of process improvement, activity and data modeling efforts, and systems migration should be considered in making plans for integration. For example, modeling efforts needed to initiate critical process improvements should not be severely disrupted in order to better align the efforts with the Enterprise Model.

The DoD Enterprise Model is a critical element of the functional process improvement initiative and the data administration program of the DoD. It is managed as a corporate resource that serves all functions and organizations in the Department.

E.4 MANAGEMENT ROLES AND RESPONSIBILITIES

The DoD Information Management Program (DoD Directive 8000.1) authorizes the DoD Senior IM Official to provide for development and maintenance of an information management model of the Department. The resulting DoD Enterprise Model is a top-down representation of the Department that evolves as structural relationships among activities, data, and systems are defined and documented. It is periodically reviewed by the Department's OSD Principal Staff Assistants.

The management structure for functional process improvement is provided in DoD 8020.1-M. The Corporate Functional Integration Board (CFIB) is the coordinating forum for DoD-wide functional integration. The DDI staff act as functional and technical facilitators, working with the responsible Principal Staff Assistants and their functional managers. In this role, they will present the DoD Enterprise Model for review and approval by the CFIB.

E.5 MANAGEMENT APPROACH

For the purpose of allocating responsibility for standardization, migration, and process improvement, the definition of functional areas and functional activities included in the current version of DoD 8020.1-M remains appropriate. The present definition of the DoD Enterprise Model, provided in this White Paper, addresses the concerns of logically integrating activities and data, and linking them to DoD mission areas. Therefore, it provides a basis for integrating all the missions and functions of the Department. The earlier taxonomy of the Enterprise

continues to be used to assign responsibility for improving functional areas and functional activities.

The current DoD Enterprise Model can be used as a tool by Principal Staff Assistants and their functional managers to align their areas of responsibility with overall defense goals and objectives. Their models, developed within the Enterprise framework, will physically reside in the DoD Data Repository System (DDRS).

- As the individual parts of the Department develop activity models and data models to support functional process improvement and data administration, these "detail models" will be used to update and refine the DoD Enterprise Model. "Detail models" are reviewed and formally reconciled against the DoD Enterprise Model prior to their approval by the OSD Principal Staff Assistant, and are incorporated into the DoD-wide repository after approval.
- Once mission and function activity and data models are developed and approved, they become a part of the DoD Enterprise Model. The entire Department has access to these models. They provide a baseline for specifying functional and systems interfaces, identifying and evaluating the impacts of changes to one mission or function on other missions and functions, and for developing improved processes and data structures.
- Through analysis of the evolving DoD Enterprise Model, the DDI Functional Information Managers, the functional organizations of the Department, and others (such as the DoD data administrator) will identify and resolve issues that cross functional area boundaries, and that impair the ability of DoD to implement and integrate activities, data, and information systems to achieve Defense IM program objectives. This will lead to greater integration, interoperability, flexibility, effectiveness and efficiency in the Department of Defense.

APPENDIX F
REFERENCES

REFERENCES

1. *The Constitution of the United States.*
2. *Title 10, Armed Forces, United States Code.*
3. *Goldwater-Nichols Department of Defense Reorganization Act of 1986 (P.L. 99-433).*
4. *National Security Strategy of the United States, January 1992.*
5. *National Military Strategy of the United States, January 1992.*
6. *Joint Warfare of the US Armed Forces, Joint Pub 1, National Defense University Press, 11 November 1991.*
7. *FYDP Program Structure, DoD 7045.7-H, Office of the Comptroller, Department of Defense, April 1992.*
8. *Information Management Program, DoD Directive 8000.1, October 1992.*
9. *Functional Process Improvement (Functional Management Process for Implementing the Information Management Program of the Department of Defense), DoD 8020.1-M (Draft), Director of Defense Information, Office of the Secretary of Defense, August 1992.*
10. *DoD Data Administration, DoD Directive 8320.1, September 1991.*
11. *Data Element Standardization Procedures, DoD 8320.1-M-1, January 1993.*

APPENDIX G
COMMENTS

COMMENTS

Please forward all comments on The DoD Enterprise Model to:

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